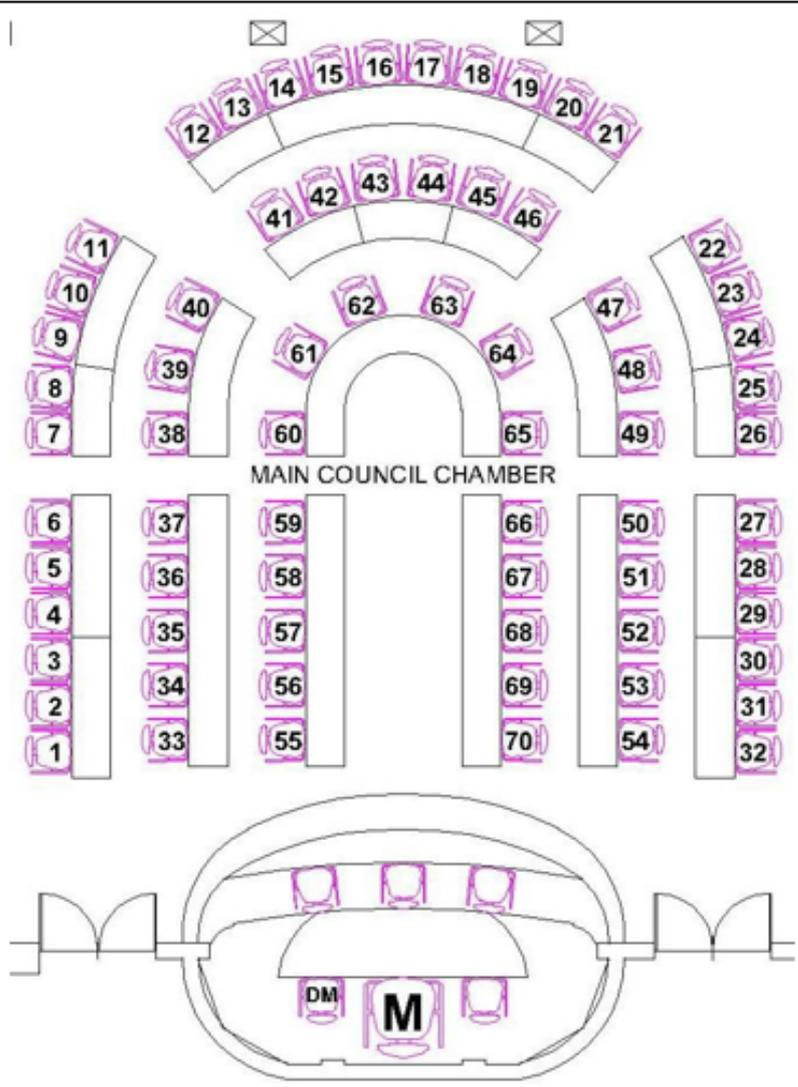




**COUNCIL  
AGENDA**  
for the meeting  
on  
9 July 2018 at  
6.30pm

1. Callton Young	
2. Joy Prince	
3. Toni Letts	
4. Maddie Henson	
5. Andrew Pelling	
6. Pat Clouder	
7. Pat Ryan	
8. Felicity Flynn	
9. Marys Croos	
10. Robert Canning	
11. Maggie Mansell	
12. Sherwin Chowdhury	
13. Karen Jewitt	
14. Jerry Fitzpatrick	
15.	
16.	
17. Steve Hollands	
18. Stuart Millson	
19. Ian Parker	
20. Michael Neal	
21. Luke Clancy	
22. Jan Buttinger	
23. Sue Bennett	
24. Jeet Bains	
25. Gareth Streeter	
26. Simon Brew	
27. Mario Creatura	
28. Helen Redfern	
29. Oni Oviri	
30. Margaret Bird	
31. Scott Roche	
32. Richard Chatterjee	
33. Shafi Khan	
34. David Wood	
35. Nina Degrad	56. Hamida Ali
36. Patricia Hay-Justice	57. Stuart Collins
37. Louisa Woodley	58. Alison Butler
38. Clive Fraser	59. Tony Newman
39. Patsy Cummings	60. Simon Hall
40. Sean Fitzsimons	61. Oliver Lewis
41. Niroshan Sirisena	62. Jane Avis
42. Janet Campbell	63. Manju Shahul-Hameed
43. Stephen Mann	64. Paul Scott
44. Chris Clark	65. Stuart King
45. Jamie Audsley	66. Tim Pollard
46. Mohammed Ali	67. Jason Cummings
47. Andy Stranack	68. Lynne Hale
48. Robert Ward	69. Maria Gatland
49. Badsha Quadir	70. Jason Perry
50. Helen Pollard	Notes etc.....
51. Yvette Hopley	<b>M</b> – Incoming Mayor Councillor Bernadette Khan
52. Vidhi Mohan	<b>DM</b> – Deputy Mayor – Councillor Humayun Kabir
53. Steve O’Connell	Please note that the numbers relate to microphone numbers.
54. Simon Hoar	May 2018
55. Alisa Flemming	



To: To All Members of the Council

Date: 29 June 2018

A meeting of the **COUNCIL** which you are hereby summoned to attend, will be held on **Monday, 9 July 2018** at **6.30pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

JACQUELINE HARRIS-BAKER  
Director of Law and Monitoring Officer  
London Borough of Croydon  
Bernard Weatherill House  
8 Mint Walk, Croydon CR0 1EA

Michelle Gerning  
020 8726 6000 x84246  
michelle.gerning@croydon.gov.uk  
www.croydon.gov.uk/meetings  
29 June 2018

Members of the public are welcome to attend this meeting. If you require any assistance, please contact officer as detailed above.

The meeting webcast can be viewed here: <http://www.croydon.public-i.tv/core/portal/home>

The agenda papers are available on the Council website [www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

## **AGENDA – PART A**

**1. Apologies for Absence**

To receive any apologies for absence from any Members.

**2. Minutes of the Previous Meeting**

To approve the minutes of the Annual Council meeting held on 23 May 2018 as an accurate record.

**3. Disclosure of Interests**

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

**4. Urgent Business (if any)**

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

**5. Announcements**

To receive Announcements, if any, from the Mayor, the Leader, Head of Paid Service and Returning Officer.

**6. Croydon Adults Peer Review (Pages 7 - 36)**

To receive the report on the Peer Review of Adult Social Care.

7. **Croydon Question Time (Pages 37 - 40)**
  - a) **Public Questions (30 minutes)**  
To receive questions from the public gallery and questions submitted by residents in advance of the meeting.
  - b) **Leader and Cabinet Questions (105 minutes)**  
To receive questions from Councillors.
  
8. **Member Petitions**  
To receive notice of petitions presented by Members on behalf of local residents.
  
9. **Maiden Speeches**  
To hear maiden speeches from Councillors newly elected at the local elections held on 23 May 2018.
  
10. **Annual Report of Scrutiny and Overview Committee 2017/2018**  
To receive the annual report of the Scrutiny and Overview Committee.
  
11. **Annual Report of the General Purposes and Audit Committee 2017/2018 (Pages 41 - 52)**  
To receive the annual report of the General Purposes and Audit Committee.
  
12. **Council Debate Motions**  
To debate any motions submitted in accordance with Council Procedure Rules.
  
13. **Review of Members' Scheme of Allowances**  
To review the Council's Scheme of Allowances. [To Follow]

**14. Exclusion of the Press and Public**

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

**PART B**

## Annual Council

The Annual Council Meeting held on Wednesday, 23 May 2018 at 6.30pm in the Council Chamber - Town Hall, Katharine Street, Croydon, CR0 1NX

### MINUTES

**Present:** Councillor Toni Letts (Chair);  
Deputy Mayor Mike Selva (Vice Chair);  
Councillors Hamida Ali, Muhammad Ali, Jamie Audsley, Jane Avis, Jeet Bains, Sue Bennett, Margaret Bird, Simon Brew, Alison Butler, Jan Buttinger, Janet Campbell, Robert Canning, Richard Chatterjee, Sherwan Chowdhury, Luke Clancy, Chris Clark, Pat Clouder, Stuart Collins, Mary Croos, Jason Cummings, Patsy Cummings, Mario Creatura, Nina Degrads, Sean Fitzsimons, Alisa Flemming, Felicity Flynn, Clive Fraser, Maria Gatland, Lynne Hale, Simon Hall, Patricia Hay-Justice, Maddie Henson, Simon Hoar, Steve Hollands, Yvette Hopley, Karen Jewitt, Humayun Kabir, Bernadette Khan, Shafi Khan, Stuart King, Oliver Lewis, Stephen Mann, Maggie Mansell, Stuart Millson, Vidhi Mohan, Michael Neal, Tony Newman, Steve O'Connell, Oni Oviri, Ian Parker, Andrew Pelling, Jason Perry, Helen Pollard, Tim Pollard, Joy Prince, Badsha Quadir, Helen Redfern, Scott Roche, Pat Ryan, Paul Scott, Manju Shahul-Hameed, Niroshan Sirisena, Andy Stranack, Gareth Streeter, Rob Ward, David Wood, Louisa Woodley and Callton Young

**Apologies:** Councillor Jerry Fitzpatrick

### PART A

1/18 **Apologies for Absence**

Apologies had been received from Councillor Fitzpatrick.

2/18 **Minutes of the Previous Meeting**

**RESOLVED** – That the minutes of the meeting held on 26 March 2018 were agreed as an accurate record.

3/18 **Disclosure of Interests**

There were none.

**Vote of Thanks**

The Mayor invited the Deputy Mayor to chair the item. The Deputy Mayor then invited the Mayor to deliver her farewell address.

The Mayor welcomed everyone present in the Council Chamber, including the newly elected Councillors and the returning Councillors. She explained that it was an exceptional honour and humbling to be the Mayor for a second time.

The Mayor noted that in her time as being Mayor she was able to witness the ongoing work within the voluntary sector and charities and the transition within the London Borough of Croydon through its ongoing regeneration. She noted that it was an honour to represent the Borough.

The Mayor explained that her most challenging time within the Mayoralty year had been attending the ceremonies for the tram incident victims' memorials and having the opportunity to remember and celebrate their lives.

The Mayor noted that the election of the first Young Mayor of Croydon had been extremely positive. The local schools had worked hard and the 28 candidates were vibrant and eager to learn about local democracy. She extended her congratulations to William Awomoyi who had been elected after receiving approximately 12,000 votes.

The Mayor thanked the local schools that had extraordinary teaching staff and the local organisations and clubs set up to educate the young children of the Borough. There had also been culture events organised to engage young people, which particularly focused on music. She noted that the young people of the Borough should be honoured and it would be positive to encourage more apprenticeships and business opportunities within the Borough.

The Mayor noted that it had been a pleasure to meet the Ambassadors and City Mayors of Budapest, Chile, China, Holland and Italy to discuss the opportunities for more businesses to be set up in Croydon.

The opening of Krepes & Kones restaurant with the music duo Krept and Konan, local musicians, was positive as it was their first business venture and was proving to be very popular.

The Mayor extended her thank you to the Deputy Mayor Mike Selva and the Deputy Mayoress for being kind and supportive throughout her mayoralty year. She also thanked her daughter, the Mayoress, the consorts, Mayoralty team, mace bearers, the former mayoral secretary, her friends and family and all the colleagues and officers working for Croydon Council. She noted that it was Lea Goddard's, Head of Elections and Civic Services, last Council meeting and thanked him for his hard

work at Croydon Council over the past 19 years and wished him well in his retirement.

The Leader, moving the vote of thanks, highlighted the amazing contribution the Mayor had made and had been committed and compassionate about the role for the Mayoralty year. The Mayor was thanked for supporting the young people in the Borough and it was noted that she had helped provide opportunities for them. The Mayor was a good orator and had been an inspiration, especially for the next generation who would do Croydon proud. The Leader noted that she had been dedicated to public services in Croydon for 40 years and thanked her for her hard work.

Councillor Pollard, seconding the motion, stated that not many Councillors had the honour of being the Mayor twice and that she had deserved it. He noted that he had attended many events with the Mayor and she had always approached these with great warmth and humanity. He thanked her for chairing the Council meetings and conducting the business effectively. Councillor Pollard thanked her for all her hard work and stated it was a pleasure to second the motion.

The Deputy Mayor put the motion to the vote.

**RESOLVED –**

- (i). the Council tendered its grateful thanks to The Worshipful, The Mayor, Councillor Toni Letts, for the courteous and efficient manner in which she had presided over the Council's deliberations during the past year;
- (ii). the Council recorded its sincere appreciation of the dignified manner in which Councillor Toni Letts OBE had carried out the traditional duties of the office of Mayor, of the support and encouragement which she and her Mayoress, Mrs Beverley Binstead had given to local organisations and of the prominent part which they had taken in the social life of the Borough during the Mayor's period of office; and
- (iii). that this Council resolution was engrossed and sealed and presented to the Mayor at the Annual Council Meeting in a suitable form.

5/18

**Election of the Mayor**

Councillor Newman proposed that Councillor Bernadette Khan be nominated as the Mayor of Croydon for the year 2018-19. He explained that it was an immense pleasure to propose her as the new Mayor and noted that she would be taking up the role in her most challenge time of her family's lives. Councillor Bernadette Khan had contributed a huge

amount of work to public services, various bodies and the voluntary sector and her work in West Thornton Ward was honourable; the constituents thought very highly of her. He was pleased she would be representing Croydon as the Mayor and it was a celebration for her and her family at a very difficult time. He noted that it was a pleasure to formally nominate Councillor Bernadette Khan as Mayor.

Councillor Pollard seconded the proposal that Councillor Bernadette Khan be nominated as the Mayor of Croydon for the year 2018-19. He stated that it was a delight to second the proposal and explained that her commitment to the Borough, especially her work with young people, was commendable. He sent his condolences from the Conservative Group and explained that they all wished to support her through the Mayoral year.

The motion was put to the vote and was **carried unanimously**. The Mayoral procession left the Chamber at 1909 hours.

The Mayoral procession returned at 1917 hours, with the new Mayor of Croydon, Councillor Bernadette Khan, in the Chair.

The Mayor read out the declaration of office and duly signed it. The Mayor then announced that she had requested Councillor Humayun Kabir to serve as her Deputy Mayor. The Deputy Mayor signed the declaration of the office.

The Mayor, giving her acceptance speech, stated that it was a great pleasure to announce that her husband Mr Qaiyum Khan would be her consort during her Mayoral year. The Mayor then presented the past-Mayor's badge and citation to the previous Mayor, Councillor Toni Letts and presented the past-consort badge to her daughter, Mayoress Beverley Binstead.

The Mayor thanked her colleagues, family and friends and noted that it was exciting, honourable and humbling to be given the opportunity to become the Mayor of the Borough Croydon. She explained she had been a Councillor for 20 years and a local resident for over 40 years and was proud to live and work in the diverse Borough which was rich in culture. The Borough was growing and was expected to reach a population of 500,000 by 2021 which would create challenges; however, it would also become a home for even more talented and aspirational young people.

The Mayor noted that she wished to use her tenure to highlight equality, inclusiveness and community empowerment and would focus on these issues during her mayoral year.

The Mayor stated that communities must be supported to realise their visions and aspirations. A key component of any democracy was to support grassroots initiatives to help produce communities that were prosperous, diverse, dynamic and empowered. Recognising this, in 2015 the Cabinet had agreed the community Ward budget program to help

support initiatives and deliver projects for communities and local residents. The Mayor explained that communities within the Borough could be better supported if all parties worked collaboratively. There were nearly 2000 active community groups and she noted that the Borough should be proud of the huge resource and appreciate all of its committed volunteer workers.

The Mayor informed the Council that she would be committed as Madam Mayor to strengthen equality and social inclusion in partnership with the statutory and voluntary organisations on behalf of the residents of Croydon.

6/18      **Announcements of the Returning Officer**

The Chief Executive noted that following the local elections held on 3 May 2018, 70 Members had been successfully elected to serve on the Council. She congratulated the Councillors on their successful campaigns and noted, on behalf of all officers, how much they were looking forward to working with them over the next four years.

7/18      **Election of the Leader**

Council **NOTED:**

- 1) that Councillor Tony Newman had been elected Leader of the Council for a four year term on 3 May 2018;
- 2) that Councillor Alison Butler had been appointed as the Statutory Deputy Leader;
- 3) that Councillor Stuart King had been appointed as the Deputy Leader.

8/18      **Political Balance of the Council and Composition of Committees**

The Mayor introduced the report of the Director of Law and Monitoring Officer that had been circulated with the agenda.

**RESOLVED** – That the Council agreed to:

- 1) Confirm that there were 41 Labour Group Members and 29 Conservative Group Members (as set out in Para 3.1 of the report); and
- 2) Approved the appointment and composition of Committees as set out in paragraph 4.7 of the report.

9/18 **Appointments and Scheme of Allowances**

The Mayor introduced the report of the Director of Law and Monitoring Officer that had been circulated to Members.

**RESOLVED** – That the Council agreed to:

Appointments

- 1.1 The appointments to Committees of the Council (as detailed in the Blue Schedule); and
- 1.2 The appointments to all other Panels, Working Groups and Outside Bodies (as detailed in the Pink Schedule).
- 1.3 Note the Executive appointments of Cabinet Members, Cabinet Committees and Deputy Cabinet Members (as detailed in the Blue Schedule);
- 1.4 Note the Executive appointments to Joint Committees (as detailed in the Blue Schedule);
- 1.5 Note the Executive appointments to London Councils Committees and Panels and Local Government Association bodies (as detailed in the Blue Schedule); and
- 1.6 Note the Executive appointment of Councillors to the Health & Wellbeing Board (as detailed in the Blue Schedule).
- 1.7 Note that the Leader had confirmed his intention to continue to devolve decision making powers to cabinet or relevant cabinet members.
- 1.8 Authorise the Council Solicitor to make any consequential changes to the Council's Constitution to reflect the proposed arrangements for 'job-share' executive roles.
- 1.9 Note the appointments of the Leader of the Opposition and Shadow Cabinet (as detailed in the Blue Schedule);
- 1.10 Note the appointments of political party group officers (as detailed in the Blue Schedule);

Allowances

- 2.1 That pursuant to the provisions of Article 12.4 of the Constitution and section 31 of the Localism Act 2011, the Monitoring Officer had granted a general dispensation to all Members of the Council pursuant to the Council's dispensation procedure as detailed in

paragraph 3 of the report for the purposes of permitting Members to consider allowances for the duration of their term of office;

- 2.2 That the continuation of the current Members' allowance scheme as adopted by the Council in 2015, and last updated by the Council in June 2017, together with delegation of authority to the Council Solicitor to carry out all necessary publicity; and
- 2.3 Note that a review of the Members' Allowance Scheme was to be undertaken, including more detailed consideration of the latest report of the Independent Remuneration Panel, and that recommendations arising from that review, along with a revised Members' Allowance Scheme, would be presented to Members for approval.

10/18 **Exclusion of the Press and Public**

Not required.

The meeting ended at 7.43 pm

**Signed:**

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**Date:**

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# Agenda Item 6

<b>REPORT TO:</b>	<b>Full Council</b> <b>09 July 2018</b>
<b>SUBJECT:</b>	<b>Croydon Adults Peer Review</b>
<b>LEAD OFFICER:</b>	<b>Guy Van Dichele</b> Executive Director Health Wellbeing and Adults <b>Richard Simpson</b> Executive Director of Resources and s151 Officer
<b>CABINET MEMBER:</b>	<b>Councillor Jane Avis</b> Cabinet Member for Families, Health & Social Care
<b>WARDS:</b>	<b>All</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</b>  The Croydon Adults Peer Review supports the Council's key strategic priorities with regard to prevention and early intervention, promoting and sustaining independence, well-being and good health outcomes for Croydon residents. The outcomes are aligned to the Ambitious for Croydon promises: <ul style="list-style-type: none"><li>• creating growth in the economy,</li><li>• helping residents be as independent as possible,</li><li>• and creating a pleasant place in which people want to live</li></ul> The outcomes are also aligned to the Community strategy outcomes: <ul style="list-style-type: none"><li>• a place of opportunity for everyone</li><li>• a place with a vibrant and connected community and voluntary sector</li></ul>	
<b>FINANCIAL IMPACT</b> There are no financial impacts.	

## 1. RECOMMENDATIONS

- To note the contents of the report and appendices.

## 2. EXECUTIVE SUMMARY

- 2.1. In June 2018 (20-22<sup>nd</sup>), invited by the Executive Director for Health Wellbeing and Adults, Croydon Council hosted a Peer Review team from the London Association of Directors of Social Services (ADASS). London ADASS work together to improve and develop services in the adult social care sector in London.
- 2.2. It is not an inspection or driven by external requirements or reported to Government. The aim was to support self-evaluation and service development.
- 2.3. The focus of the review was 'Use of Resources', with the review team using an agreed methodology. A self-assessment with supporting evidence was prepared by the Council, in partnership with external colleagues across the One Croydon Alliance and Croydon Clinical Commissioning Group.
- 2.4. Over the first two days, staff, external partners and residents, took part in a series of focus groups and interviews. In addition there was also a service user case file audit, delivered by the review team principle social worker.
- 2.5. On the final day of the review, a 'Borough Feedback Presentation' (see appendix 1) was received. The report was provided in the spirit of self-directed improvement and identifies good practice as well as areas for reflection which may suggest ways of improving services.
- 2.6. The headline information is set out below:
  - Croydon knows where it is doing well, and the areas it needs to develop
  - Croydon and its partners have a culture that is open, flexible and transparent
  - Health and social care integration in Croydon is backed up by a strong vision, ambition, enthusiasm and knowhow
  - Staff and partners spoke about a positive cultural change over the last two years
  - Croydon should consider incorporating the wider population; building on the work already undertaken with older people within the impressive One Croydon Alliance model
  - Overall the review team said that Croydon should '*continue what you are doing as it is clearly working*'.

## 3. KEY PEER REVIEW INFORMATION

### Structure of the self-assessment

- 3.1. The 'Use of Resources' peer review focused on the budget, commissioning, partnerships and governance. There was also a particular focus on our older residents' receiving services through One Croydon Alliance.
- 3.2. The self-assessment was an account of our strengths and weaknesses, a brief context of the borough and its population, current position, challenges and aspiration for the future. It was a cross-Council collaboration, with input from finance, Commissioning & Procurement and One Croydon Alliance.

3.3. The self-assessment covered the areas listed below. This set the tone and outcome of the review; that Croydon knows where it is doing well, and the areas it needs to develop.

- Overall budget
- Benchmarking data
- Commissioning and the market
- Managing demand
- Controls and processes
- Partnerships
- Governance and planning

### Structure of the focus groups

3.4. The table below expands on the key areas of discussion for each focus group. In each instance, the self-assessment document would have been used as a reference point.

Focus group	Purpose
<b>Strategic overview</b>	The kick off focus group with strategic leads; it focussed on the 'big picture' scene for Croydon over the next few years.
<b>User group</b>	Two resident representatives from the One Croydon Alliance governance structure met with reviewers. They focussed on their involvement in shaping the Alliance, and experiences as residents using local services.
<b>Finance</b>	Finance leads from the Council, CCG and One Croydon Alliance discussed financial challenges, innovation and delivering savings, controls and processes and the prospects looking ahead.
<b>Operations</b>	Front line staff and operational managers discussed and shared their experiences on the realities of commissioning intentions and system integration.
<b>Commissioning</b>	Commissioning leads from the Council, CCG and One Croydon Alliance discussed commissioning challenges and innovation including, a focus on moving more people to supported living; market management and failure, quality concerns, provider relationships and fair price of care.
<b>Partnerships</b>	Strategic leads from across the Council, CCG, providers, One Croydon Alliance and local voluntary and community sector discussed partnership approaches to the Better Care Fund, pooled budgets, Continuing Health Care; the impact of the Sustainability and Transformation Plan, impacts of hospital discharge in the local system, and the One Croydon Alliance.

## **Structure of the interviews**

- 3.5. With the focus moving towards use of resources for our older residents, in total 18 interviews based on the self-assessment, were held with strategic leads from across the One Croydon Alliance (Croydon Council, Croydon CCG, Croydon GP Collaborative, Age UK Croydon, and South London & Maudsley NHS Foundation Trust).
- 3.6. Interviews were also held with social workers, performance leads and providers.

## **Borough Feedback Presentation**

- 3.7. The core elements of the feedback where actions or further consideration should be considered, are set out below.

## ***Overall budget***

- Low provider rates and the fragile market present a significant financial and operational risk. The work underway to identify the true cost of care will be the start to address this. The outcome of this work will need to be factored into the future budget preparation.
- Maintaining the focus on the risk-sharing arrangements within the Alliance will be crucial for the council's financial position.
- The challenge for service managers to continue transforming whilst retaining what is already being delivered and having sufficient capacity to do both.
- Budgets held at senior level – appetite for more responsibility at Team manager level. Continuing the recent cultural change could allow for more budgetary devolution – Could this be extended across all partners? Finance staff are aware of the opportunities to both support and challenge more if they develop their skills (e.g. modelling).
- Applying the same focus to under 65 services than has been given to over 65s would be beneficial (e.g. linkage of financial and activity).
- Service users are seeking reassurance on the future of the budget.

## ***Benchmarking data***

- Performance data – Outside of the Alliance, there is an opportunity to improve the triangulation of finance data with performance data. This should impact on practice and commissioning intentions.
- The new client management system provides the opportunity to resolve the current 'work arounds' which have impacted on data quality outside of the Alliance, and to consider a solid strength-based practice model (evidence – case audits).
- Further detail and analysis of data on the diversity of service users in receipt of direct payments could inform market development including personal assistants.
- Opportunity to develop shared insights from data analysis and intelligence to inform practice delivery.

### ***Commissioning and the market***

- The market position statement could be developed further by incorporating more granular analysis supported by performance and activity data so the need for different types of services is clearly quantified – e.g. how many people are coming through transition over the next 2-5 years, and scoping housing and support needs.
- The good practice, success and rigour around strategic commissioning and planning processes within the Alliance work could be applied more widely across all areas of commissioning to refine and develop commissioning priorities and plans to accelerate delivery in under 65 groups particularly mental health and learning disability.
- The approach to the Alliance has resulted in a clear understanding of the roles and skill mix needed to deliver – This learning could be applied more broadly to wider commissioning arrangements.
- There is an opportunity to further develop the understanding of the provider market issues through the planned work around the real cost of care. It will be important that this delivers the granularity needed to align the management of the care market with the Medium Term Financial Strategy [MTFS] strategy.
- Further development of Croydon's market to increase the proportion of services users with direct payments and full personalisation.

### ***Managing demand***

- Managing the market is an issue, particularly in dementia care where concerns raised regarding staffing ratios in nursing homes.
- A large number of care homes but high percentage of imported people and self-funders.
- Getting in touch – impact of digital transformation and online information: ensuring accessibility for all residents.
- An increased emphasis on asset-based interventions for people with Learning Disabilities in Transitions from Children's to Adults Services.

### ***Controls and processes***

- Challenges of ICT and different systems – What gets recorded? Solutions? Have not fully resolved ICT system integration and sharing/recording of info.
- Review of recording mechanisms that aid/prompt a strength-based way of assessment/ review.
- There is scope to improve the system for monitoring care spend – domiciliary and residential care.
- Outcome-based assessment? Not really clear how outcomes are being set at assessment and then reviewed. Robust evaluation of outcomes i.e. savings/budget and improved outcomes for service users, of Alliance and integration?
- Better understanding of revised continuing health care guidelines by some Adult Social Care staff will ensure appropriate share of risks. The mandatory training programme will begin to address this.

## **Partnerships**

- Ensuring that staff changes in partnerships do not dismantle the delivery. Provide reassurance to service users.
- Savings within the Alliance need to be distributed more quickly to where needed.
- Further develop end of life planning.
- Continue the focus on communications across partners.
- How to maintain the shared ways of working.

## **Governance and planning**

- Servicing the Alliance model potentially time-consuming e.g. GP ‘huddles’ therefore needs to be continually reviewed.
- Opportunity as the Alliance model continues to mature to review and streamline the number of Boards.
- Incorporate the information on availability of services into the locality model.

## **4. NEXT STEPS**

- 4.1. Following the publication of this report, an action plan, to be signed off by the Cabinet Member for Families Health & Social Care, in conjunction with the Executive Director for Health Wellbeing and Adults, will be developed with service leads and external partners.
- 4.2. It will focus on ensuring the learning and activity required is owned by the local health and social care system, and that is embedded in both relevant divisional and commissioning plans; and within the One Croydon Alliance.

## **5. CONSULTATION**

- 5.1. None specifically identified in this instance.

## **6. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

- 6.1. There are no direct financial implications arising from this report. However, it must be recognised that the provision of Adult Social Care Services is volatile and demand led and therefore the budget will need to remain under constant review and the continued implementation of service efficiencies is essential.

*Approved by: Lisa Taylor, Director of Finance, Investment and Risk and Deputy S151 Officer*

## **7. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER**

- 7.1. The Solicitor to the Council comments that there are no direct legal implications arising from the report at this stage. The Council is aware it has a duty to make arrangements for the provision of services to meet the assessed eligible needs of individuals. The Council is entitled to do so in the most cost effective way.

*Approved by: Ms Doutimi Aseh Head of Social Care & Education Law on behalf of the Director of Law and Monitoring Officer*

## **8. HUMAN RESOURCES IMPACT**

- 8.1. Whilst there are no direct Human Resources implications arising from this report for Council employees, the content is likely to have an impact on the future service development, which may have HR implications. Where that is the case, the Council's existing policies and procedures will be observed and HR advice sought at an early stage.

*(Approved by: Debbie Calliste, Head of HR for Health Wellbeing and Adults on behalf of the Director of Human Resources)*

## **9. EQUALITIES IMPACT**

- 9.1. There are no equality impacts specifically identified in relation to this peer review. However the feedback does point at consideration to be made on services to residents who are under 65, and younger residents with disabilities who are due to transition to adult services. In all instances, where there are future changes being proposed to services, strategy or policy, equality impact analysis will be completed.

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**CONTACT OFFICER:** *Guy Van Dichele*  
*Interim Executive Director Health Wellbeing and Adults*

**APPENDICES:** **Appendix 1** - Feedback Presentation - Use of Resources - Croydon

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# **London Borough of Croydon Peer Review 20<sup>th</sup> – 22<sup>nd</sup> June 2018**

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# Review team

Name	Title	Review role
Aileen Buckton	DASS, Executive Director for Community Services	Review lead
Bernice Solvey	Head of Support and Safeguarding	Assistant Director
Gillian Sheffield	Strategy and Performance Manager	Performance
Jonathan Lillistone	Assistant Director, Public Service Reform	Commissioning
Rhiannon Cardillo	Principal Social Worker	PSW
Lana Hamilton	Service Financial Advisor, Adult Social Care	Finance
Robert Mellors	Group Finance Manager, Community Services	Finance
Jessica Milne	Project Manager, LondonADASS	Coordinator

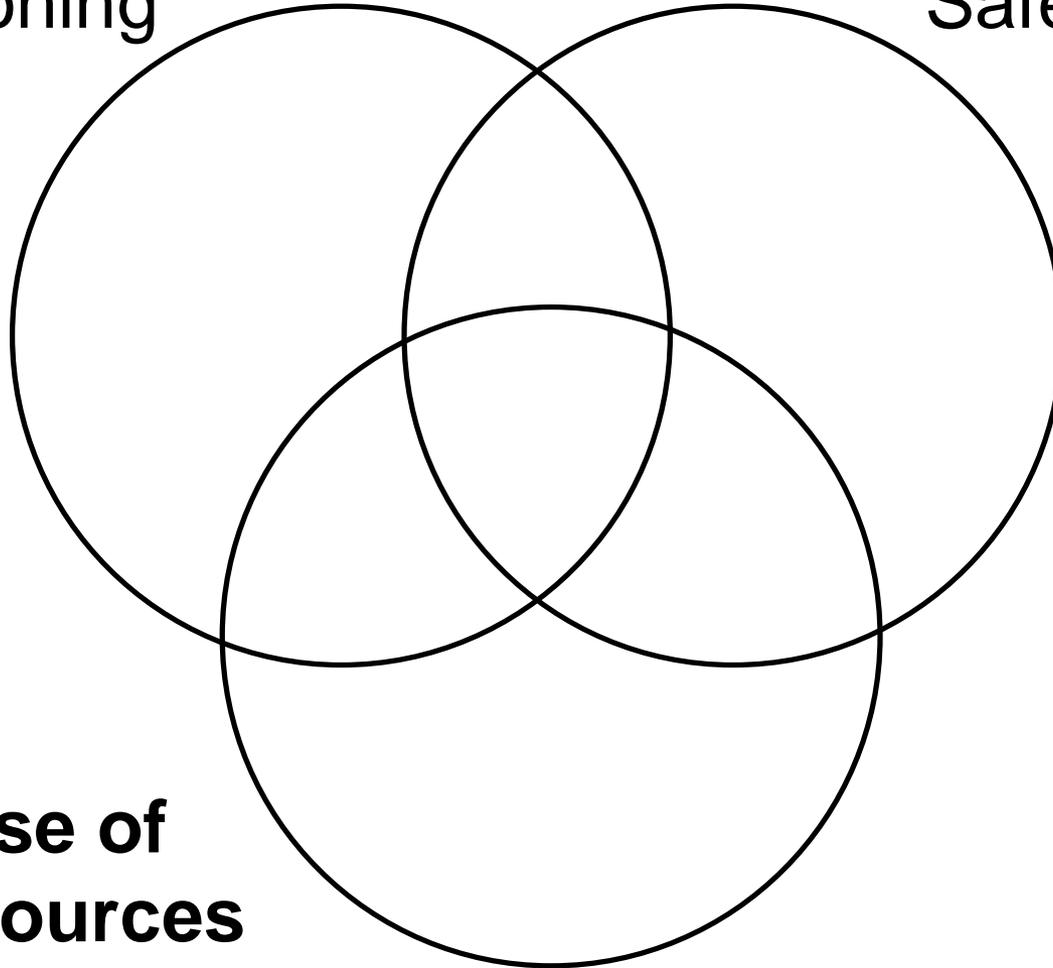
# Peer review options

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Commissioning

Safeguarding

**Use of  
Resources**



# ‘Light touch’ peer review

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With the volume of information supplied and a relatively short time to process it, subtleties of Croydon’s situation will inevitably be missed along the way. For this reason the peer review is light on absolute ‘judgments’ about the quality of services. This report is provided in the spirit of self-directed improvement and identifies good practice as well as areas for reflection which may suggest ways of improving services.

We have only included our themes and thoughts based on triangulated information.

This presentation and discussion form part of the triangulation.

# Methodological approach

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Key areas:

- Overall budget
- Benchmarking data
- Commissioning and the market
- Managing demand
- Controls and processes
- Partnerships
- Governance and planning

# Introduction

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- Croydon has shown transparency and flexibility throughout the review
- Areas for consideration resonate with the review team in their day jobs
- The level of commitment to the review and information provided has been excellent
- This is a borough with ambition, vision and enthusiasm and know-how to make things better

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# Our findings and reflections

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# Overall budget

KEY QUESTION	SUPPLEMENTARY QUESTIONS	SOURCES OF EVIDENCE
<p><b>How well aligned is the ASC spend to budget and to the council's MTFS?</b></p>	<ul style="list-style-type: none"> <li>• In recent years including this year how has spend related to budget?</li> <li>• What has been the real term increase or decrease?</li> <li>• What is the track record of delivery of savings?</li> <li>• What are the prospects looking ahead?</li> </ul>	<ul style="list-style-type: none"> <li>• Budget out turns and six month forecasts</li> <li>• Savings and record of how much delivered</li> <li>• Council MTFS</li> <li>• Discussions with DASS, Director of Finance, social care finance lead</li> </ul>

Page 30

# What is working well? *(Overall Budget)*

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- The service's strategic and budgetary approach is understood by the Council and supported by it (eg prevention, early intervention)
- Similarly the in-year budget position is well understood. Financial projections are owned by the service
- Over the last two years the Council has allocated net growth to ASC, funding known pressures and allocating funding for transformation. The service has set realistic savings targets and worked hard to deliver them. In earlier years, savings proposals were less robust, achievement was lower, with some overspends in these areas - There has been evidence of a 'sea change' within the last two years
- Finance believe established social care staff are very cost-conscious
- There are robust processes for planning and modelling changes in the Alliance

# Areas for consideration *(Overall budget)*

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- Low provider rates and the fragile market present a significant financial and operational risk. The work underway to identify the true cost of care will be the start to address this. The outcome of this work will need to be factored into the future budget preparation
- Maintaining the focus on the risk-sharing arrangements within the Alliance will be crucial for the council's financial position
- The challenge for service managers to continue transforming whilst retaining what is already being delivered and having sufficient capacity to do both
- Budgets held at Senior level – appetite for more responsibility at Team manager level. Continuing the recent cultural change could allow for more budgetary devolution – Could this be extended across all partners? Finance staff are aware of the opportunities to both support and challenge more if they develop their skills (eg modelling)
- Applying the same focus to under 65 services than has been given to over 65s would be beneficial (eg linkage of financial and activity)
- Service users are seeking reassurance on the future of the budget

# Benchmarking data

KEY QUESTION	SUPPLEMENTARY QUESTIONS	SOURCES OF EVIDENCE
<p>Based on comparisons with similar councils, are there any areas of opportunity and of risk to be aware of?</p>	<ul style="list-style-type: none"> <li>• What is comparative overall spend per head of population? And by care group?</li> <li>• What are the comparative activity levels?</li> <li>• What are the comparative unit costs?</li> <li>• What are comparative income levels from fees and charges?</li> </ul>	<ul style="list-style-type: none"> <li>• Finance Returns and SALT returns</li> <li>• Any more bespoke comparisons e.g. CIPFA benchmarking club or London regional data</li> <li>• Discussions with social care performance lead, social care finance lead</li> </ul>

Page 33

# What is working well? *(Benchmarking data)*

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- Methods and ways of performance management (One Croydon Alliance Contract & Performance model and monthly performance dashboard). This could be replicated across other service user groups
- Monthly strategic and team level performance dashboards enabling the Council to track and manage performance
- Use of risk stratification tool in 'huddles' for preventative work
- Good use of benchmarking to understand position against CIPFA'S 'nearest neighbours' and use of intelligence and learning from other organisations. This has identified opportunities to focus on strategically eg. less use of nursing and residential care, increase levels of Direct Payments
- Acknowledgement of the opportunities to make better use of data including population management such as ACORN and joining up of various datasets such as those from the Council and NHS

# Areas for consideration *(Benchmarking data)*

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- Performance data – Outside of the Alliance, there is an opportunity to improve the triangulation of finance data with performance data. This should impact on practice and commissioning intentions
- The new client management system provides the opportunity to resolve the current ‘work arounds’ which have impacted on data quality outside of the Alliance, and to consider a solid strength-based practice model (evidence – case audits)
- Further detail and analysis of data on the diversity of service users in receipt of direct payments could inform market development including personal assistants
- Opportunity to develop shared insights from data analysis and intelligence to inform practice delivery

# Commissioning and the market

KEY QUESTION	SUPPLEMENTARY QUESTIONS	SOURCES OF EVIDENCE
<p><b>Is commissioning ensuring that there is a sustainable and affordable market?</b></p>	<ul style="list-style-type: none"> <li>• Are there any plans especially in the key areas of home care, direct payments and care homes?</li> <li>• Is there a local methodology to work out a fair price for care? Has this been shared with providers?</li> <li>• Is there a shared plan with providers to increase productivity?</li> <li>• Are there any areas where access to the market is problematic? Is there a plan to address this?</li> <li>• What are relationships like with local providers?</li> <li>• Are there major concerns over quality?</li> </ul>	<ul style="list-style-type: none"> <li>• Market Position Statement</li> <li>• Any commissioning plans</li> <li>• Any calculations of local care costs</li> <li>• Any data on quality including CQC data</li> <li>• Discussions with commissioners (including brokerage team if there is one) and providers,</li> </ul>

Page 36

# What is working well? *(Commissioning and the market)*

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- Good higher level of understanding of the wider provider market issues including system for tracking quality of regulated services
- New draft Market Position Statement gives some clear strategic messages to the market consistent with the overall vision for the council and ASC
- Commissioners understand and indicate savings proposals appear grounded in real and deliverable projects and are confident they know how to and can deliver these
- A robust and comprehensive approach to contract and performance management has been established for the Alliance – evidence Service Operating Manual (SOM) – that gives all partners a clear view on the performance and delivery of component parts as well as a system overview.
- Strong and collaborative relationships with providers have been established through the Alliance work and providers feel involved and equal partners which allows them to feed into the ongoing operational and strategic development of the Alliance model

# Areas for consideration *(Commissioning and the market)*

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- The MPS could be developed further by incorporating more granular analysis supported by performance and activity data so the need for different types of services is clearly quantified – eg how many people are coming through transition over the next 2-5 years, and scoping housing and support needs
- The good practice, success and rigour around strategic commissioning and planning processes within the Alliance work could be applied more widely across all areas of commissioning to refine and develop commissioning priorities and plans to accelerate delivery in under 65 groups particularly MH and LD
- The approach to the Alliance has resulted in a clear understanding of the roles and skill mix needed to deliver – This learning could be applied more broadly to wider commissioning arrangements
- There is an opportunity to further develop the understanding of the provider market issues through the planned work around the real cost of care. It will be important that this delivers the granularity needed to align the management of the the care market with the MTFS strategy
- Further development of Croydon’s market to increase the proportion of services users with direct payments and full personalisation

# Managing demand

KEY QUESTION	SUPPLEMENTARY QUESTIONS	SOURCES OF EVIDENCE
<p>Page 39</p> <p><b>How is demand being understood and managed?</b></p>	<ul style="list-style-type: none"> <li>• Is there clarity over how demand trends are happening with projections ahead?</li> <li>• Are there measures in place to stop or delay demand turning into statutory assessments and support plans?</li> <li>• Is there a generally understood approach to promoting independence/asset based practice?</li> </ul>	<ul style="list-style-type: none"> <li>• Performance reports and plans about activity levels</li> <li>• Plans for prevention and managing first contact</li> <li>• Outcomes from re-ablement and reviews in terms of reducing support packages where no longer needed</li> <li>• Transitions plans and practice</li> <li>• Discussions with performance lead, operational service, ? voluntary sector</li> </ul>

# What is working well? *(Managing demand)*

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- Placements reducing in residential/ nursing care (mainly dementia care)
- Good joint working on hospital avoidance – evidence: fall in readmissions
- Relationships eg through ‘huddles’ and multi-disciplinary working well
- Rapid responses – 2 hour response time-positive for residents
- Introducing complex care support services to support care homes and ensure everyone has a care plan and additional support
- Understanding and implementation of proportionate assessments.

# Areas for consideration *(Managing demand)*

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- Managing the market an issue, particularly in dementia care where concerns raised regarding staffing ratios in nursing homes
- A large number of care homes but high percentage of imported people and self funders (impact on budget due?)
- Getting in touch – impact of digital transformation and online information: ensuring accessibility for all residents
- An increased emphasis on asset-based interventions for people with Learning Disabilities in Transitions from Children's to Adults Services

# Controls and processes

KEY QUESTION	SUPPLEMENTARY QUESTIONS	SOURCES OF EVIDENCE
<p>Are there effective controls measures in place and are processes as efficient as they could be?</p>	<ul style="list-style-type: none"> <li>• What are the operational processes in place to manage expenditure?</li> <li>• Is there confidence in the data quality?</li> <li>• What are the processes to ensure income from fees and charges is collected?</li> <li>• Are there any opportunities for process efficiency and productivity?</li> </ul>	<ul style="list-style-type: none"> <li>• Routine finance and performance reports</li> <li>• Discussions with operational service, finance and performance leads</li> <li>• Evidence from external and internal audit reports</li> </ul>

Page 42

# What is working well? *(Controls and processes)*

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- Good processes to manage expenditure and challenge managers eg ADAPT
- Budget monitoring done on a monthly basis on high risk areas
- Budget is devolved to Heads of Service, and there is ownership of budgets
- Forecast of expenditure done by the Head of Service with assistance from accountants to assist with forecasting.

# Areas for consideration *(Controls and processes)*

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- Challenges of ICT and different systems – What gets recorded? Solutions? Have not fully resolved ICT system integration and sharing/recording of info
- Review of recording mechanisms that aid/prompt a strength-based way of assessment/ review
- There is scope to improve the system for monitoring care spend – domiciliary and residential care
- Outcome-based assessment? Not really clear how outcomes are being set at assessment and then reviewed. Robust evaluation of outcomes i.e savings/budget and improved outcomes for service users, of Alliance and integration?
- Better understanding of revised CHC guidelines by some Adult Social Care staff will ensure appropriate share of risks. The mandatory training programme will begin to address this.

# Partnerships

KEY QUESTION	SUPPLEMENTARY QUESTIONS	SOURCES OF EVIDENCE
<p><b>What impact are local partnerships (especially with the NHS) having on the financial position?</b></p>	<ul style="list-style-type: none"> <li>• How is the Better Care Fund working?</li> <li>• Are there any other pooled budgets and what financial impact are they having?</li> <li>• How is Continuing Health Care working?</li> <li>• Does the STP clearly articulate the potential impact on the Council of NHS proposals?</li> <li>• What is the financial impact of hospital discharge on the wider system and in particular the council?</li> <li>• What financial impact do other partnerships (e.g. the voluntary sector) have?</li> </ul>	<ul style="list-style-type: none"> <li>• Current BCF plan and reports</li> <li>• Any S75 agreements especially finance annexes</li> <li>• Data on CHC including how CCG benchmarks</li> <li>• Any analysis of impact of hospital discharge (including DTOCs but potentially wider than that)</li> <li>• Discussions with CCG Chief Officer (plus anyone else from CCG), any joint commissioning leads.</li> <li>• Discussions with any key relevant NHS providers including mental health and community</li> <li>• STP documentation</li> </ul>

Page 45

# What is working well? *(Partnerships)*

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- Focus on the Alliance way of working has enabled Croydon to build on existing partnership working making it more consistent
- Alliance partnerships are extremely strong and there is evidence of learning from one another
- Enthusiasm – commitment to “Alliance” reflected in message from wider Senior staff group
- Close relationship with CCG
- It’s an ambitious partnering – Eg. now exploring key area of risk
- Service users: positive about LIFE service – fills gap between hospital and home, better discharge
- Full time geriatrician as part of Alliance
- Relationship with key voluntary sector partners strong

# Areas for consideration *(Partnerships)*

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- Ensuring that staff changes in partnerships do not dismantle the delivery. Provide reassurance to service users
- Savings within the Alliance need to be distributed more quickly to where needed
- Further develop end of life planning
- Continue the focus on communications across partners
- How to maintain the shared ways of working

# Governance and planning

KEY QUESTION	SUPPLEMENTARY QUESTIONS	SOURCES OF EVIDENCE
<p>Page 48</p> <p><b>Are there systems in place to ensure a planned and systematic approach to use of resources?</b></p>	<ul style="list-style-type: none"> <li>• Is there a plan for savings, and over how many years?</li> <li>• Is there a system in place to discuss what budget ASC is going to need, looking ahead?</li> <li>• Are demographic and market pressures understood and modelled within the MTFS?</li> <li>• Does this include both expenditure and income? How does the wider council understand this area of its budget?</li> <li>• How does ASC systematically manage the budget operationally and how does it plan ahead?</li> </ul>	<ul style="list-style-type: none"> <li>• Routine reports within ASC and to wider council</li> <li>• Savings plans (may be part of wider change programmes)</li> <li>• Minutes of any relevant governance structures</li> <li>• Discussions with senior managers, Director of Finance</li> </ul>

# What is working well? *(Governance and planning)*

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- There is strong political leadership and ownership
- Good governance structure and processes across all levels - Routine reports to Executive /Senior Management Team and escalated to Cabinet
- Investment in leadership and culture change is evident in the system-wide commitment to shared priorities. ADAPT Transformation Board is a good example of partnership working and oversight
- Clear vision for Adult Social Care within council/ partners and a real sense the council is determined to change and move forward
- Independent Chair of Alliance
- Service users expressed that they are fully consulted and engaged in the Alliance Board

# Areas for consideration *(Governance and planning)*

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- Servicing the Alliance model potentially time-consuming eg GP 'huddles' therefore needs to be continually reviewed
- Opportunity as the Alliance model continues to mature to review and streamline the number of Boards
- Incorporate the information on availability of services into the locality model

# Suggested next steps

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- Review to be shared widely in Croydon, particularly among those who contributed to the review
- Action plan to be co-produced and owned across the system
- Overall, continue what you're doing because it's clearly working!

# Thank you

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Thank you to all staff we met during our visit who were open and extremely welcoming. Thanks also for your hospitality and support during our stay with a special thanks to Croydon who ensured we were well looked after and in the right place and at the right time.

<b>REPORT TO:</b>	<b>COUNCIL</b> <b>9 July 2018</b>
<b>SUBJECT:</b>	<b>CROYDON QUESTION TIME:</b> <b>A) PUBLIC QUESTIONS</b> <b>B) LEADER AND CABINET QUESTIONS</b>
<b>LEAD OFFICER:</b>	<b>Stephen Rowan, Head of Democratic Services and Scrutiny</b>
<b>WARDS:</b>	<b>ALL</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b>	
The business reports of the Leader and Cabinet are prepared in accordance with the Council Procedure Rules at Part 4A of the Constitution.	

## 1. EXECUTIVE SUMMARY

1.1 This report outlines the process for:

- a) public questions;
- b) questions to the Leader and Cabinet from Councillors

## 2. BACKGROUND

2.1 Part 4A of the Constitution details the process that allows for the Leader and Cabinet Members to take oral questions. The Question Time is split into two parts, public questions and Councillors questions to the Leader and Cabinet.

### Public Questions

2.2 Public questions can be asked of the Leader or Cabinet Members on issues of policy at the Meeting as set out within the Constitution Part 4A, Sections 3.16 - 3.20. Any questions of a purely factual or of a detailed nature that cannot be answered on the evening shall be noted and shall receive a written response within three weeks following the meeting. The responses shall be published on the Council's website.

2.3 Public Questions shall only be taken at Ordinary Council meetings and shall be allocated a total time of 30 minutes. This time frame shall include both the questions and responses by the relevant Cabinet Members or Leader.

2.4 The Mayor has absolute discretion to decline to allow any question to be dealt with under this procedure on the grounds that it addresses matters that would be inappropriate to consider at the meeting, including where the questions being asked are repetitive or have already been addressed.

2.5 Questions shall be dealt with in the order in which members of the public seated in the public gallery are invited by the Mayor to address the Leader or Cabinet Member. Members of the public invited to put their questions will also be permitted to ask a single supplementary question but shall do so only if called upon by the Mayor to do so as this may be subject to time constraints.

2.6 The Mayor may also accept questions from Members of the Public submitted by email to the designated email address by 12noon on the Friday prior to an ordinary Council meeting. The Mayor will put questions received by email to the relevant Cabinet Member and, where a number of questions are received on the same subject, the Mayor may put a summary of those questions instead.

**Leader and Cabinet Questions:**

2.7 This item is to enable Members to ask questions of the Leader and Cabinet on issues of policy. Any questions of a purely factual or of a detailed nature that cannot be answered on the evening shall be noted and shall receive a written response within three weeks following the meeting. The responses shall be published on the Council’s website.

2.8 Questions which relate to a current planning or licensing matter or any matter relating to an individual or entity in respect of which that individual or entity has a right of recourse to a review or right of appeal conferred by or under any enactment shall not be permitted. In addition, questions shall not be received or responded to where they pertain to anticipated or ongoing litigation, conciliation or mediation or any employment or personnel related issues or disputes.

2.9 The Leader shall be the first to respond to questions under this item and the total time allocated to questions by Members to, and responses from the Leader, shall be 15 minutes. The first two minutes of the Leader’s 15 minute slot may be used by the Leader to make any announcements.

2.10 Cabinet Members, divided up into three ‘pools’ of three Members each, shall thereafter respond to questions by other Members of the Council. The total time allocated to each ‘pool’ of Cabinet Members shall be 30 minutes. The three Cabinet Members shall each be permitted to use two minutes of this 30 minute slot to make announcements.

2.11 The ‘pools’ for this meeting will be as follows:

**Pool 1**

<b>Name</b>	<b>Portfolio</b>
Stuart Collins	Deputy Leader and Cabinet Member for Clean, Green Croydon
Stuart King/Paul Scott (job share)	Cabinet Member for Environment, Transport & Regeneration
Simon Hall	Cabinet Member for Finance & Resources

**Pool 2**

<b>Name</b>	<b>Portfolio</b>
Oliver Lewis	Cabinet Member for Culture, Leisure & Sport
Alisa Flemming	Cabinet Member for Children, Young People & Learning
Jane Avis	Cabinet Member for Families, Health & Social Care

### Pool 3

Name	Portfolio
Alison Butler	Deputy Leader and Cabinet Member for Homes & Gateway Services
Hamida Ali	Cabinet Member for Safer Croydon & Communities
Manju Shahul-Hameed	Cabinet Member for Economy & Jobs

- 2.12 Representatives of political groups may give advance notice to the Council Solicitor by 12noon on the Friday preceding an ordinary Council Meeting, the names of the first two Members of their respective political group that they wish the Mayor to call to ask a question of each Member of the Cabinet, including the Leader of the Council.
- 2.13 After those Members have been called, the Mayor will call Members that indicate they have a question, with a presumption of inviting questions from as many different Members as possible. Each Member asking a question will also be allowed to ask a supplementary question.

### 3. Cabinet Member Bulletins

- 3.1 The Leader of the Council and Cabinet Members may submit bulletins to be included in the Council agenda papers for this item. Bulletins may summarise the business undertaken by a Cabinet Member since the last ordinary meeting of the Council. The bulletins can be found at Appendix 1.

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**CONTACT OFFICER:** Simon Trevaskis, Senior Democratic Services & Governance Officer - Scrutiny  
Ext 64840.

**APPENDICES:** Leader and Cabinet Member Bulletins

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# Leader of the Council Cabinet Member Bulletin Councillor Tony Newman July 2018

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## Latest News

It is with great pride that I can report that the people of Croydon have voted for our Labour administration to continue delivering our ambitious vision for Croydon. As we continue to serve Croydon and unlock its potential, the priority for the next four years will be our key Manifesto pledges:

1. Every street cleaner and safer, with zero tolerance for criminal fly tippers.
2. Work with our local NHS to protect front line services and improve public health.
3. Tackle rising crime and fight to end Government cuts to our police
4. Support our young people with the jobs, skills & training that allows them to reach their full potential
5. Protect our front line services and continue where possible to devolve more decisions about how those services are run for local people.

The Corporate plan, set around key themes, will be published in September. The plan will detail how we will achieve and deliver, working in partnership with our residents as well as local voluntary, public sector and business partners.

### Westfield and Hammerson

Work is set to start on this exciting project – a joint venture between Westfield and Hammerson known as The Croydon Partnership in 2019. Croydon Council welcomes the commitment by the John Lewis Partnership to be an anchor in the £1.4bn redevelopment of The Whitgift Shopping Centre. This decision demonstrates their confidence in Croydon's regeneration, its infrastructure and its growth and most importantly, as a place that people want to be.

The transformation of the Town Centre will see over 300 shops, including a brand new M&S; restaurants, cafés; leisure facilities and a multi-screen cinema complex, while creating up to 7,000 jobs for local people and 1,000 new homes. Croydon is London's growth borough, where everyone has the opportunity to benefit.



# Leader of the Council Cabinet Member Bulletin Councillor Tony Newman July 2018

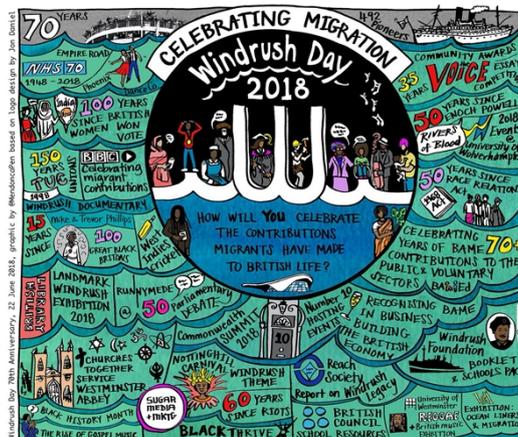
## Inside Youth zone

The beginning of May saw the ground-breaking ceremony mark the start of building work for Croydon’s new £6.5m state-of-the-art Legacy youth zone. The youth zone is being developed on the site of the former Whitehorse Youth Centre. Demolition of the old building got under way earlier in the spring. It is fantastic to see this project with young people at its centre helping to shape what will be on offer, become a reality.



## Windrush Day

On Friday 22<sup>nd</sup> June we were the first borough in the country to raise the Windrush flag to mark the UK’s inaugural Windrush Day – a celebration of the rich diversity that British Commonwealth citizens bring to the borough. The raising of the flag marked 70 years since the ship Empire Windrush arrived at Tilbury Docks in 1948 carrying amongst its passengers 492 citizens from the Caribbean. These passengers blazed a trail for thousands more, who would travel from across what was then the British Empire. They came to help rebuild Britain after the war, their contribution to almost every aspect of our national life has been incalculable.





# Leader of the Council Cabinet Member Bulletin Councillor Tony Newman July 2018

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## Freedom of the Borough

It gave me great pleasure to nominate Roy Hodgson for the Freedom of the Borough award in recognition of his contribution to Croydon and to football, both home and abroad. He represents all that is great about Croydon. Born and raised here, he's had a remarkable international career in football and, to cap it all, he's now the manager and saviour of Crystal Palace. He'll go down in history for his remarkable feat in keeping the team in the Premier League this year, after CPFC started the season with seven consecutive defeats prior to his appointment.



## Leader's Diary for May/June

- Onside Ground Breaking Ceremony
- Launch Croydon Mela
- Local Strategic Partnership Board
- London Councils Leader's Committee
- Windrush Generation Event at the Braithwaite Halls
- LGA Environment, Economy, Housing and Transport Board
- Meeting with Chief Superintendent Jeff Boothe, South Area BCU Commander
- Develop Croydon Partners Breakfast Event
- Croydon Occupier Event
- EID Celebration at Norbury Park
- South London Partnership Board
- Introductory with Andrew Williams, Borough Commander for Croydon Fire Brigade
- MOPAC London Knife Crime Summit
- Meeting with local MPs
- Meeting with Faith Leaders
- Hub Ground Breaking Ceremony
- Meeting with Chair of Safeguarding Board
- Meeting with Chief Executive and Chair of Crystal Palace Football Club
- Chinese Investment Delegation

**Councillor Tony Newman**  
**Leader of the Council**

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# Homes & Gateway Services

## Cabinet Member Bulletin

### Deputy Leader, Alison Butler

#### July 2018

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## Latest News

### **CAYSH – Andrews Charitable Trust**

The Gateway Service is to implement an exciting initiative to give young people in Croydon aged 16-25 a roof over their heads and support in finding work and becoming independent, in partnership with two charities CAYSH, a local organisation and the Andrews Charitable Trust (ACT).

ACT has committed to investing in the region of £0.5 million to purchase a property in Croydon that will be managed by our partner CAYSH (a local provider of accommodation and support for young people). This initiative will provide accommodation in the borough for a minimum of ten years and enable care leavers with a stepping stone to full independence. Each house will provide accommodation for 3-4 young care leavers as they embark on a working career.

The Gateway and Welfare directorate will provide wrap around support including employment support for the young people who the initiative will house.

The property search has commenced and the plan is for the house to be operational by late Autumn 2018.

### **Rough Sleepers Initiative**

The Gateway and Welfare directorate have been successful in their bid to Government to tackle rough sleeping in Croydon, this has resulted in a £510,210 award. Croydon's funding award was the seventh-highest out of 83 grants given by MHCLG to local authorities nationwide reflecting the level of need in the borough but also the confidence it has in Croydon Council to deliver.

The Council will work with local housing associations, charities and the voluntary sector to provide a range of interventions including a housing first scheme; where vulnerable homeless people often with complex needs will receive accommodation

# Homes & Gateway Services

## Cabinet Member Bulletin

### Deputy Leader, Alison Butler

#### July 2018

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on the only condition that they maintain their tenancy, rather than needing to meet more detailed criteria. This means that the homeless person has more time and space to settle into their accommodation, get the support they need and become less likely to return to the streets; integral to the scheme is the role of dedicated key workers.

In addition the funding will provide the borough with increased mental health services that will operate on a more outreach basis; something that is much needed in Croydon.

We will now focus our energies on finding suitable accommodation in the borough, and this additional funding will help us to tackle rough sleeping and improve the options available for our most complex rough sleepers.

### Hub/ Taberner House and Affordable Homes



In May work began on the Taberner House site to bring new homes to the heart of Croydon. As part of this major development there will be four buildings of 35, 21, 19 and 13-stories. Overall the development will provide 513 homes, with a mix of affordable, for sale and rental units. At least 40% of the units will

be designated as affordable.

The ground floor level will also provide a 13,000 sq foot of retail and office space with the site also benefiting from a new play area, pavilion café and high-quality public space as the Queen's Gardens is enhanced with new landscaping. A new east-west route through the gardens will encourage pedestrian travel around the town centre. Some part of the Queen's Gardens will be temporarily off limits during construction.

# Homes & Gateway Services

## Cabinet Member Bulletin

### Deputy Leader, Alison Butler

#### July 2018

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#### **Brick by Brick – an update**

2018 is proving to be a really busy year for Brick by Brick (BxB). There have been 8 new planning consents for schemes across the borough; BxB opened their 'Suburban Identities' exhibition at Rise Galley; and have been shortlist for an NLA Award 2018 for their Coulsdon strategy and gained great coverage in various magazines and newspapers.

In March planning was granted for the exciting Lion Green Road development in Coulsdon. The residential led scheme will deliver 157 dwellings as part of the ambitious strategy to deliver much needed new and affordable homes across the borough. BxB submitted a full planning application in December 2017 for this development of five sculpted 'pavilions' set within a verdant landscape. The scheme is designed by Mary Duggan Architects.

In March and April planning was also granted for Ashby Walk, Windmill Road, Tirrell Road and King Henry's Drive. Each of these schemes is designed by Coffey Architects.

BxB's Wandle Road scheme, which was approved by the LB Croydon Planning Committee on the 7th June, will see part of the council-owned Wandle Road car park replaced by an exciting residential-led regeneration scheme delivering a mixture of 126 high quality 1, 2 and 3 bedroom homes.

Designed by the award winning Pitman Tozer Architects, 50% of the new homes will be classed as affordable, by habitable room, and made available through affordable rent or shared ownership. As a result, 68 homes will be available via private sale or rent with Croydon resident's getting the first option.

Adjacent to the Croydon Flyover, the part 5, 22 and 25 storey building is set to become a new landmark for Croydon and it will be surrounded by new, landscaped public spaces to improve the look and feel of the local street-scene and activate a previously underutilised part of Croydon Old Town.

#### **Site works**

On Auckland Rise groundworks are now progressing well across the various sites in anticipation for the arrival of the timber panelised system. In addition, a community

# Homes & Gateway Services

## Cabinet Member Bulletin

### Deputy Leader, Alison Butler

### July 2018

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engagement event is planned to take place soon to get local children involved in selection of play equipment and a chance for local residents to register their interest in the community garden and help shape the proposals. Further details will be announced shortly.

On the corner of Beulah Hill and Harold Road the Ravensdale scheme is really starting to take shape with the timber panelised system due to start installation very soon. In Thornton Heath demolition of the former empty care home, Cheriton House, is now complete and the contractor has commenced piling works for the foundations. Our site on Homefield Road has now been cleared of the empty care home that had occupied the area. Now this structure is gone ground works will commence to begin the next stage of the build.

#### **BXB registrations**

In March BxB began communications to Croydon residents advertising the fact that new units are available exclusively to Croydon residents for a set period of time. This was done through 'Your Croydon' bulletins, Brick by Brick blogs, Brick by Brick social media channels, poster sites, flyer drops across the areas where our first sites will be built and a one page piece in the Your Croydon local magazine which was delivered on June 13. Anyone interested in a BXB home can sign up via the website [www.bxbdevelopment.com](http://www.bxbdevelopment.com).

#### **GLA Rogue Landlord Checker**

Croydon is now fully signed up to the GLA data base into which London authorities are entering details of legal action taken against landlords for offences under the Housing Act 2004. The data base can be accessed by members of the public to check if any action has been taken against their landlord, or prospective landlord, within London. Additional information is available to London boroughs which will be useful if they themselves are considering taking legal action against a landlord. The data base can be accessed at [Rogue Landlord and Agent Checker](#)

# Homes & Gateway Services

## Cabinet Member Bulletin

### Deputy Leader, Alison Butler

#### July 2018

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#### **Sprinklers Update**

Sprinklers are now installed in around 400 homes so far under Croydon Council's ongoing fire safety upgrade programme launched in response to the Grenfell Tower tragedy.

After the fire on 14 June last year, Croydon announced it would retrofit sprinklers in its tallest high-rise blocks, approving a £10 million programme in 25 blocks of 10-12 storeys, plus an eight-storey sheltered block.

In October, Croydon started retrofitting sprinklers by beginning work to a 10-storey building at College Green, Upper Norwood. These sprinklers went live in January, and council contractors have since completed work in eight more of these, or around 400 flats. The remaining blocks will be completed by the autumn.

The council has requested a financial contribution from Government three times to limit the impact on council budgets, but to date ministers have not pledged any money.

To monitor the sprinkler installation programme and wider standards across the borough in both publicly-owned and private buildings, the council set up a Fire Safety Board. This meets each month with representatives from London Fire Brigade to discuss everything from cladding inspections to fire risk assessments.

Croydon Council has also carried out extensive checks as part of a programme to maintain or improve fire safety for its 14,000 tenants and leaseholders and the wider borough. This has included:

- Completing inspections that found none of the council's 39 high-rise blocks had cladding like the kind used at Grenfell Tower
- A review that confirmed all council-owned buildings met the required fire safety standards
- Replacing 442 communal and flat entrance fire doors
- Other fire safety works done to 163 of the council's blocks

At a time when we are all remembering the victims of the Grenfell Tower tragedy, a lesson learnt must be that fire safety continues to be a top priority

# Homes & Gateway Services

## Cabinet Member Bulletin

### Deputy Leader, Alison Butler

#### July 2018

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for everyone. This £10m programme is very important, but it will hit our long-term finances unless we receive Government help. I continue to urge ministers to relax tight restrictions on councils' housing budgets like the borrowing cap, rent setting and right to buy receipts, this would boost not just Croydon but other councils with bigger fire safety bills.

Ahead of sprinkler works beginning on each of the 26 Croydon Council-owned blocks, staff and contractors brief residents in advance by sending letters, carrying out door-to-door visits and inviting them to view sprinklers already installed in neighbouring flats.

Each flat getting the upgrade has around six sprinklers hidden near ceilings behind a flat white disc. These pop off when the room temperature hits 57 degrees Celsius, then at 67 degrees they spray a fine water mist at a wide angle. The sprinkler will only be triggered in the room affected by fire. This kind of targeted sprinkler reduces the risk of false alarms and water damage, coupled with fire breaks in place that limit spread between neighbouring flats and floors. The system also has alarms that mean London Fire Brigade is alerted when sprinklers are activated.



# Homes & Gateway Services

## Cabinet Member Bulletin

### Deputy Leader, Alison Butler

#### July 2018

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#### **New Homes**

The council continues to procure street properties to create homes for Croydon residents in housing need. 169 properties have either been completed or are in the pipeline.

#### **Launch of Croydon' Social Lettings Agency**

The council has begun a project that helps Croydon residents avoid homelessness through tenancy training and matching them with responsible landlords.

For many people with challenges, ranging from debt problems to mental health needs or learning difficulties, falling behind with rent or breaching a tenancy contract is more likely to happen.

In response to this and as part of the Administration's manifesto commitments the Council has set up a pilot social lettings agency, called Croydon Lettings, widening the use of council referrals into the private rented sector and further reducing the number of people presenting as homeless and being housed in emergency or temporary accommodation.

The scheme is targeted at both tenants who have either been homeless or are at risk of being unable to sustain a long-term tenancy and at landlords who want a guaranteed rent.

The agency has launched with initially around 20 tenants and 12 landlords, and works by giving the prospective tenants the skills to maintain a long-term tenancy before they are matched with a private landlord.

The six-week training for prospective tenants, provided by the council's Gateway welfare service, includes:

- Financial management, including budgeting advice, benefits support and help setting up their rent payments by direct debit
- Tips on how to keep their property in good condition and report issues to the landlord
- Wider employability training to boost their job prospects and earning potential

# **Homes & Gateway Services**

## **Cabinet Member Bulletin**

### **Deputy Leader, Alison Butler**

#### **July 2018**

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Croydon Lettings also gives tenants a month's rent and deposit in advance to reduce moving costs, and it sets up the tenants' council tax and utility bill accounts.

Landlords benefit by getting a wider pool of vetted tenants, a guaranteed rent, paying no charges to the council unlike with high street lettings agents, a named contact at the council, and a reduced need to take legal action against tenants.

For more information, email [CroydonLettings@croydon.gov.uk](mailto:CroydonLettings@croydon.gov.uk)



# Clean Green Croydon Cabinet Member Bulletin Councillor Stuart Collins June 2018

## Changes to Collection Service



In Croydon we currently recycle 38% of our household waste but 70% is recyclable. The rubbish we throw away is polluting our planet and we all need to do our bit to protect the environment. By changing the bins, bags and boxes you use for your rubbish we can take pride in Croydon and reach our target of 50%.

We believe the changes will:

- Boost Croydon's recycling rate from 38% to over 50% - making us one of the highest recycling boroughs in London.
- Make our streets even cleaner - by preventing recycling and general waste from blowing down the road on windy days.
- Save money - the new service will save £5 million per year. We'll use that money to protect vital frontline services that residents rely on.

What does this mean for you?

- It means you'll have more space to store your mixed paper and card and dry mixed recycling. You can also recycle household batteries as part of the collection.
- We'll begin delivering the new wheelie bins (or in some cases bags) to most households over the summer.
- Most households will receive a new 180-litre wheelie bin for general rubbish. This bin may be smaller than your existing one but you should have plenty of space for your rubbish if you recycle as much as you can.
- The frequency of your collections will not change. But, three-quarters of households will see their collection day change. This will help to make the rounds more efficient.

How can you help?

- We want Croydon to be one of the cleanest, greenest boroughs in London. To achieve this, we need you to work with us by making use of the extra space to recycle more and waste less.
- A major change like this will be challenging and we expect there will be some disruptions. We will continue to work with our contractor, Veolia, to minimise any disruptions.
- You can report a missed collection by logging onto [My Account](#).



# Clean Green Croydon Cabinet Member Bulletin Councillor Stuart Collins June 2018

If you have any questions on the changes, pop along to one of the roadshow events below. We are still looking to add additional dates and locations, but the below is what is currently confirmed. Further dates and locations will be added to the website as they are confirmed.

<p><b>Thornton Heath</b> Thursday 5 July 11am - 5pm Thornton Heath Leisure Centre, 100 High Street, Thornton Heath, CR7 8LF</p>	<p><b>Croydon Town Centre</b> Thursday 12 July 12pm - 6:30pm Croydon North End (between the entrances to Whitgift and Centrale shopping centres)</p>
<p><b>Selsdon</b> Saturday 14 July 11am - 5pm Sainsbury's Selsdon, 130 Addington Road, CR2 8LA</p>	<p><b>Upper Norwood</b> Tuesday 17 July 12pm - 5pm Sainsbury's Upper Norwood, 66 Westow Street, SE19 3RW</p>
<p><b>Croydon Town Centre</b> Saturday 21 July 12pm - 6:30pm Croydon North End (between the entrances to Whitgift and Centrale shopping centres)</p>	<p><b>Sanderstead</b> Thursday 26 July 12pm - 5pm Waitrose Sanderstead, 87 Limpsfield Road, CR2 9LE</p>
<p><b>New Addington</b> Friday 27 July 12pm - 4pm Fishers Farm Household Reuse and Recycling Centre, North Downs Road, New Addington, CR0 0LB</p>	<p><b>Purley</b> Tuesday 31 July 11am - 6pm Tesco Extra Purley, 8 Purley Road, CR8 2HA</p>

If you are unable to make one of the roadshows then you can also find more information and frequently asked questions on the Council website below or via the dedicated email address or phone number.

<https://www.croydon.gov.uk/environment/randw/changes-to-your-collections-from-september-2018/changes-to-your-collections-service>

**Phone Number**      0208 604 7282 (Monday – Friday, 09:00 – 17:00)

**Email**                      wasteservices@croydon.gov.uk



# Finance and Resources

## Cabinet Member Bulletin

### Councillor Simon Hall

June 2018

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## New Deputy

I am delighted to say that Cllr Patsy Cummings has been appointed as my deputy. She was first elected in September 2017 and re-elected in May. She brings a wealth of experience in many different areas and is already actively supporting me, as well as driving forward her role as BME Champion, which has included organising the recent Windrush event.

## Director of FM and Support Services

I would like to congratulate Mark Norrell who has been appointed to the new role of Director of Facilities Management and Support Services, having previously been the Head of Facilities Management, where he has been incredibly successful and effective.

## Annual accounts and audit

This year, government reduced the time councils have to prepare their draft accounts from three months to two months. Lisa Taylor and her team worked incredibly hard to comply with this reduced time, with a high quality set of draft accounts and working papers for the auditors.

The audit is currently being carried out and, I understand, going to plan.

## Outturn for 2017/18

The year-on-year government funding cuts, additional burdens which are not properly funded, the adverse impact of national legislation changes and the continued substantial growth in demand for services, not least Children's Services, makes financial management critical and challenging.

The outturn for 2017/18 showed a £1.3m. surplus before exceptional items. However, there were £6.3m. of exceptional items, relating to the additional costs from Unaccompanied Asylum Seeker Children and the rollout of Universal Credit. The overall £5.0m. deficit has been funded by £0.3m. from General Fund reserves and £4.7m. from the surplus in 17/18 on the Collection Fund.

## Children's Improvement Finance Group

This group, chaired by myself and with Cllr Flemming and senior officers as members, meets monthly to ensure that the relevant resources are made available to support the improvement programme, to ensure that the resources are making a difference to the improvement journey and to ensure that we have a sustainable model going forward.

This work includes extra social work teams, higher levels of business support, increased levels of legal resource and contracts for additional services such as return home interviews.



# Finance and Resources

## Cabinet Member Bulletin

### Councillor Simon Hall

June 2018

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## New reporting app

Following some technical problems with the MyCroydon app, it was decided to take this offline. Because of our new approach to ICT, in terms of planning for improvements, we were already in the process of bringing in a replacement reporting app, based on one of the leading national providers. The new app will be up and running in the next few days.

## Contract Management

The new robust approach to contract management is showing real advantages, not just in financial penalties but, more importantly, helping to ensure that contractors deliver their services to the required level or put in place improvement plans.

In some cases, the scope for the Council to achieve this is compromised by legacy contracts, that do not have the appropriate levers to ensure good performance. We are actively working to address this.



Councillor Stuart King

## Environment, Transport and Regeneration (job-share) June 2018



Councillor Paul Scott

### Transport and Environment

#### Longhurst Road Playstreet



In June a new play street was piloted in Longhurst Road. Unlike most other play streets in Croydon which are on weekends, this was held on a Friday after school for the children of Oasis Academy Shirley Park Primary as well as local residents. The play street was a 'big hit' with the children and they are looking forward to the next two pilots on 29 June and 20 July. Junior Road Safety Officers from the school helped out and parents and local residents ensured the

road was clear of cars for the event. Many people commented on how lovely and peaceful the road was without cars.

If the remaining pilots are successful this will become Croydon's second school based play street. Our first is at Robert Fitzroy Academy, which has been running successfully for a year, and was short listed as London Play Street of the Year – narrowly missing out to Love Lane in Woodside which took the title for the second year running.

#### New Pothole Fixing Technology

Potholes across the borough are being repaired quicker and more efficiently using a cutting-edge machine to microwave and fix the defects.

The thermal technology in use allows our contractor to heat the existing damaged road material until it is soft enough to be reshaped as a partial filling for the pothole, speeding repair times by up to an astonishing 40%.

Croydon Council has so far trialled the method on potholes up to 11cm deep along 10 streets across the borough, covering a total length of road and pavement equivalent to 2,255 metres in areas including Shirley, Coulsdon, Purley and Kenley.

This method saves time through:

- a) Removing the need to take away old material;
- b) Not needing to source as much new road material;
- c) Requiring fewer trips to the depot, thereby staying on the streets for longer to fix more potholes;
- d) Covering 70 square metres of road length a day, compared to 35 square metres a day through usual pothole repairs.



**Councillor Stuart King**

## **Environment, Transport and Regeneration (job-share) June 2018**



**Councillor Paul Scott**

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The trial scheme saved almost £2,000 compared with the traditional pothole-filling process by treating more, shallower potholes in a single stretch of road and by halving the amount of money spent on new road materials.

In addition, carbon emissions are reduced by removing the need for power tools which use fossil fuels. This also means the new thermal method is quieter and more suitable for repairs in areas of the borough where noise pollution is an issue.

### **Next Generation Highways Contract**

A new long-term partnership with FM Conway Ltd will secure further improvements to the road network in Croydon, commencing from 1<sup>st</sup> October 2018. The Council will work with FM Conway over the next seven years to provide highways maintenance and new projects including public improvement schemes supporting the Whitgift centre and Westfield development.

The contract will run for seven years with an option to extend the partnership by up to three years. The estimated value of the agreement, is £105m to £130m over the duration of contract.

This contract is unique as it will also offer employment opportunities and other benefits to Croydon residents. Apprenticeships and work placements for Croydon residents will be offered and jobs will be advertised in the borough before being offered to the wider public.

Alongside this there will be funding to help community projects, days set aside for community volunteering, training days for small companies and a commitment to employ applicants from priority groups and support for those with disabilities.

This new partnership will offer unique opportunities for our residents while delivering highway works. This contract will secure maintenance and improvements for our road network for years to come, delivering routine projects and major public improvement works at the same time. The administration welcomes FM Conway's commitment to offering jobs and opportunities to the borough's residents, as well as the sub contracting opportunities to become available for local firms. By supporting residents into work and engaging proactively with the local community it won't just be Croydon's roads benefiting from this important and valuable new partnership.

### **Dockless Bikes**

As part of our manifesto commitment to increase cycle participation rates the council is undertaking a scoping and feasibility study to assess the potential models for a dockless and electric bike sharing scheme within Croydon. Discussions have also been held with neighbouring boroughs of Lambeth and Bromley to understand their plans, and a further meeting with Merton and Sutton officers will be taking place next month. Council staff will also

**AMBITIOUS FOR CROYDON**



**Councillor Stuart King**

## **Environment, Transport and Regeneration (job-share) June 2018**



**Councillor Paul Scott**

be attending the Pan London Working Group on dockless bikes to ensure we contribute to and influence the work being undertaken by London Councils and TfL to develop a Pan London Licence for dockless bikes using a future bye-law.

### **Clean Air Day (21<sup>st</sup> June)**

Air Pollution harms the health of millions of people. There are simple things we can do to improve air quality and look after our own and other people's health. Clean Air Day was a chance to find out more about air pollution, share information with friends and colleagues, and help understand the role we can all play to make our air cleaner and healthier for everyone.

Below are a list of some of the activities that were carried out by the council:

- Monday 18<sup>th</sup> June 2018** - Clean Air Day stand in Surrey Street Market
- Tuesday 19<sup>th</sup> June 2018** - Clean Air Day stand in Croydon Library
- Thursday 21<sup>st</sup> June**
  - Idling vehicle checks
  - Clean air day - Awareness raising event.
  - Clean Air Day stand – council offices 8<sup>th</sup> Floor
- Sunday 01<sup>st</sup> July** - Clean air day – Stall at South Norwood Festival

South Norwood, Recreation Ground Sunday 01<sup>st</sup> July, 11am-7pm.

<https://www.southnorwood.net/festival/festival-map.html>

Please come and visit us at our stall to celebrate Clean Air Day and raise awareness about air quality. Find out more about what you can do to reduce your personal exposure to air quality.

To find out more information about air quality in South London please go to <https://lovecleanair.org/>

For further information on idling engines go to <https://idlingaction.london/>

### **Crystal Palace Walkabout**

On 5 June I met Crystal Palace and Upper Norwood ward councillors with one the Council's regeneration managers to visit the triangle and to share ideas on how the public realm, environment and general area could be improved. Discussions ranged from traffic calming, improving the pedestrian experience and supporting cyclists by increasing secure cycle parking. On the walk, we met the owner of a local business, Blue Door Bicycles, which stocks

**AMBITIOUS FOR CROYDON**



Councillor Stuart King

## Environment, Transport and Regeneration (job-share) June 2018



Councillor Paul Scott

electric bicycles. The hills around Crystal Palace need not be a barrier to those who are looking for a healthy, greener way to travel around the area.

### Cycle Hangars

Earlier in the year Cabinet adopted a Cycling Strategy for Croydon. One of the aims of the Strategy is to increase the availability of bikes as part of helping people to get cycling. To this end, we are about to install the first on –street bike storage units for residents who lack the space to keep a bike.

Working with residents who have asked for assistance securely parking a bike nearer to their home, we have identified the first six locations to trial on-street Bikehangars in Croydon. Bikehangars are not a new concept in London. However, Croydon is innovating by having developed / negotiated insurance for bikes whilst stored in the hangars. The first ever. The intention is to increase the number of journeys that Croydon residents make by bike, promoting active lifestyles, reducing traffic congestion and improving air quality.

The intended locations for the first six on-street Bikehangars are:

- Belfast Road, South Norwood, SE25
- Birdhurst Road, South Croydon, CR2
- Kemerton Road, Croydon, CR0
- Mersham Road, Thornton Heath, CR7
- Queen Mary Road, Upper Norwood, SE19
- Wharncliffe Gardens, South Norwood, SE25



The units will be provided by Cyclehoop. Each unit provides space for 6 bikes. Residents are able to rent the spaces through Cyclehoop. Croydon will be joining a number of other London Boroughs which already provide this facility for their residents.



Councillor Stuart King

# Environment, Transport and Regeneration (job-share) June 2018



Councillor Paul Scott

## Cycle Stands

The council are currently working to provide secure cycle storage on Council estates and in Council parks, hoping to encourage more residents to pick up their bikes with the knowledge that they will have somewhere safe to store them. So far we have installed the below;

Regina Road, South Norwood - Parking for 42 bicycles installed in 2016

The Waldrons - Parking for 20 bicycles installed in November 2017

Shrublands - Parking for 144 bicycles in 28 locations installed in Spring 2018

Below are the installations so far in parks in 2018, with installation being planned for a further ten parks in Croydon.

Park Hill Recreation Ground	16 spaces
Sanderstead Recreation Ground	12 spaces
Norbury Park	22 spaces





Councillor Stuart King

## Environment, Transport and Regeneration (job-share) June 2018



Councillor Paul Scott

### Regeneration



Croydon Town Centre will look very different in 5 years as this computer generated image shows. With a number of sites now under construction and more to follow like the Whitgift development the town is undergoing significant transformation bringing with it opportunities for all residents in the Borough.

### **Next Steps towards the delivery of Croydon Westfield**

Following the granting of outline planning permission and the decision by the Council's Cabinet to give approval to The Croydon Partnership to acquire the remaining land for the redevelopment of the Whitgift Centre through the Compulsory Purchase Order, this brings Croydon closer to commencement of the £1.4 billion retail-led development. The next steps are for the Council to enter into discussions with The Croydon Partnership regarding the details of the development through reserved matters planning applications and the details of planning conditions. The Council anticipates that discussions on these matters will commence shortly. Demolition works are due to commence in September 2019 and the anticipated opening date is some time in Autumn 2023, with the first residents moving into the scheme during 2024.



### **The Transformation of Central Croydon is Underway**

Croydon is going through a period of unprecedented regeneration, with the transformation of central Croydon underway. Developers are capitalising on the fact that Croydon is the largest commercial centre outside of central London and the largest metropolitan centre outside of central London, yet within easy reach of the central city, with London Bridge and Victoria stations only 15 to 20minutes away.

## **AMBITIOUS FOR CROYDON**



Councillor Stuart King

## Environment, Transport and Regeneration (job-share) June 2018



Councillor Paul Scott



The real yard stick for achieving regeneration is actual development, and within the last 6 months development has begun on well over 2,000 residential dwellings and a colossal amount of community, cultural and commercial space.

Already the economic heartland of south London, Croydon will soon become a thriving, must-visit destination not just within the UK, but in Europe.

### Taberner House

Approved in 2017, the redevelopment of Taberner House involves the delivery of over 500 residential units, in 4 residential tower block and the refurbishment of Queens Gardens.

Construction is under way, with an expectation that the development will be completed by 2020



### 101 George Street,

Another larger residential scheme which is underway, just across from East Croydon Station is the redevelopment of the site of the former Essex House. The approved development involves 546 residential units, with café and community uses at the ground floor level. The towers will be 44 and 38 storeys high, using modular construction techniques. This will literally be the tallest modular building in the world.

Construction is underway, with the building being ready for occupation in 2020

## AMBITIOUS FOR CROYDON



Councillor Stuart King

## Environment, Transport and Regeneration (job-share) June 2018



Councillor Paul Scott

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### Leon and Impact House

The existing office buildings a known Leon and Impact House, located between Edridge Road and South End, south of the flyover are currently in the process of being converted from office space to residential flats, providing over 300 residential apartments.

Construction is well advanced, with completion expected in 2019.



### Carolyn House

Located on Dingwall Road is Carolyn House, where approval (in 2017) has been given for 6 storey extensions above the existing roof, accommodating new residential units.

Construction begun in early 2018, due for completion in 2019.

### Fairfield Halls

In April 2017 approval was granted for a comprehensive redevelopment of a 7 hectare site, encompassing the land between George Street, Wellesley Road and Barclay Road.

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Councillor Stuart King

## Environment, Transport and Regeneration (job-share) June 2018

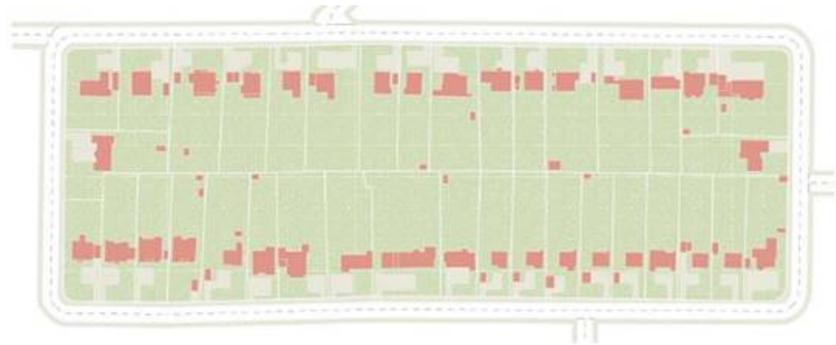


Councillor Paul Scott

The scheme includes the refurbishment of Fairfield Halls and well underway, and will be delivered in a series of phases, with the cultural quarter coming in 2019.

### Update on SPD2 development and advanced notice of the consultations

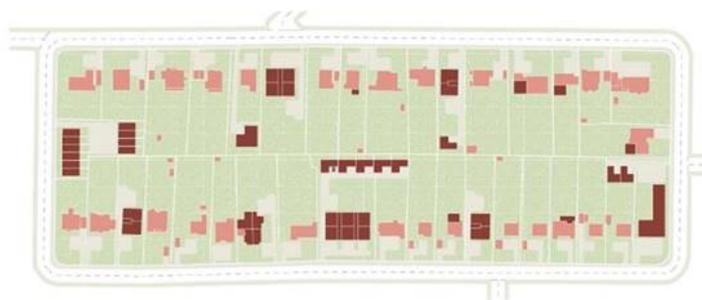
*Illustrative streets with detached homes in 2018:*



The Suburban Design Guide Supplementary Planning Document (SPD2) will provide guidance for the evolution of the suburbs through suburban residential developments, residential extensions and alterations, and development of the intensification areas, as identified in the Croydon Local Plan 2018. The guide will have material weight in planning decisions and is expected to provide certainty to developers, communities and stakeholders regarding the sustainable growth of the suburbs. The borough is expected to deliver over 30,000 new homes by 2036, approximately 10,000 of which in suburban parts of Croydon. This will inevitably result in an evolution of the existing character of suburban streets. The guide will provide technical design guidance that seeks to both manage impact on the amenity of existing residents and identify opportunities where increased densities can deliver significant benefits to neighbours and communities through the design and operation of their streets.

Formal consultation on the draft SPD2 is expected to occur in September and October 2018, at which time the draft will be available for comment. It is anticipated that the SPD will be adopted in March 2019 having considered all the comments received.

*Illustrative streets with detached homes in 2036, including new developments integrated into the neighbourhood:*



### Strategic Planning Update

The soon to be published Authority's Monitoring Report 2016/17, will include the following key findings.

## AMBITIOUS FOR CROYDON



**Councillor Stuart King**

## **Environment, Transport and Regeneration (job-share) June 2018**



**Councillor Paul Scott**

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### Housing:

- In 2016/17 a total of 2,904 new homes were built in Croydon, the highest number of homes since our current records have been collected
- Croydon currently has a five year supply of housing land of homes with planning permission or allocated in the Local Plan to meet targets until 2023
- Croydon currently has a pipeline of 18,751 new homes

### Croydon Metropolitan Centre:

- Overall 37% of office floor space in Croydon Metropolitan Centre is vacant, which is a slight increase from 2015/2016
- Since 2015/2016, 29,257m<sup>2</sup> office space has been lost, which is mainly through two sites being converted to residential use using permitted development rights
- The Croydon Local Plan focuses on consolidation and improvement of the retail core of Croydon Metropolitan Centre and promotes greater flexibility in the use of retail units in fringe areas to enhance the vitality and viability of the centre

### District centres:

- On average there is a 8% vacancy level in District Centres and 9% vacancy level in Local Centres, which is below the Local Plan policy targets.



# Culture, Leisure and Sport Cabinet Member Bulletin Councillor Oliver Lewis July 2018

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## Latest News

### OUR PARKS: *New free exercise programme comes to Croydon Parks*

The council with GLL are introducing 20 hours of FREE exercise classes per week across Croydon Parks. The programme is being delivered across four Borough Parks and will consist of classes such as Buggy Exercise, Bootcamp, Yoga, Back to Exercise and many more. All classes are suitable for all levels of abilities and are run by fully qualified instructors.

The programme started 14th May and will be available at the following Parks:

- Milne Park
- Ashburton Park
- South Norwood Lake & Grounds
- Park Hill Recreation Ground

To find out more about the Our Parks Croydon programme and to sign up for free visit [www.ourparks.org.uk](http://www.ourparks.org.uk)

### Leisure Centre Open Days

I am delighted to announce a number of Open Days are taking place within our leisure centres and will continue throughout the year. Opening up the leisure centres to the local community to try the facilities, take part in fitness classes, meet the managers and find out about the improvements coming to the facilities and neighbouring parks.

- Thornton Heath – 28<sup>th</sup> July
- Waddon – 18<sup>th</sup> August
- Purley – 8<sup>th</sup> September
- New Addington – 22<sup>nd</sup> September
- Monks Hill – Date tbc
- Arena tbc



# Culture, Leisure and Sport Cabinet Member Bulletin Councillor Oliver Lewis July 2018

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## GLL Sports Foundation

On Thursday 14<sup>th</sup> June I was delighted to be invited to the wealth of young sporting talent event within Croydon which I found truly inspiring.

Forty eight talented young athletes from Croydon will benefit from funding and will be supported through the GLL Sport Foundation (GSF), which is the largest independent athlete support programme in the UK.

The athlete awards cover Olympic, Paralympic, Deaflympic, Special Olympic and Commonwealth sporting disciplines. With a staggering 90% of award recipients receiving no other sport funding and 72% of recipients being aged under 21, the GLL Sport Foundation has highlighted a vital funding gap for young talented athletes currently competing at National and International levels.

I am sure you will join me to wish our athlete every success during this funding programme. Applications for the next round will be in December 2018 for funding in 2019.

## Parks

### **Wandle Park**

‘Summertime and the living is easy’ sang Ella Fitzgerald fifty years ago and the park is doing its best to make the season an easy time for residents by hitting the ground running in June with two back to back events.

The 9<sup>th</sup> June saw the annual environmental fair with a good representation of our green and community based groups, with campaigning, upcycled/recycled goods, saffron farm, Fairtrade, Friends of the Earth, Rainforest Alliance, Amnesty, friends groups, community builders and the latest ponds project. Add to the mix live, easy listening music in the bandstand pervading the air, a bar serving cool Pimms and the café foodstall serving their delicious curried food making a lovely day out in the park with some 300+ people coming along.

The Summer of Love festival launched on the 16<sup>th</sup> June. This year the Park had the pleasure of hosting the launch of the Peace Festival. This involved the bandstand being taken over by the London Mozart Players to perform along with the choir from Ecclesbourne School the collaborative Anthem for Peace. Some 1,000 people engaged with the event during the day with live music from 1200-1930, bar and foodstalls, meditation, traders and awareness raising stalls. For the children there was hooping, story telling in a wigwam, juggling, a bubble fairy and her grotto along



# Culture, Leisure and Sport Cabinet Member Bulletin Councillor Oliver Lewis July 2018

with craft making activities. The weather stayed kind and the vibe and good community/family feel was commented on by numerous people.



In future months Wandle Park will host Croydon Symphonic Band, London Rivers Week event, the Garden Party, CODA with Romeo and Juliet, Live and Unplugged and a sports tournament, Croydon Pride Festival and the Mela.

## London Youth Games

With the London Youth Games season reaching full swing, we prepare for finals weekend on 7<sup>th</sup> July with a flurry of events and competitions taking place before the season finale at Crystal Palace National Sports Centre. A highlights results to date include:

- Para Swimming Boys reclaimed the trophy with a fantastic team performance. The squad was made up from swimmers who attend the Active Lifestyles Team's inclusive swimming sessions.
- Over recent weeks Croydon has achieved top 5 positions in; Trampolining, ParaGames Football (Female), Tennis, Table Tennis (Male), Handball (Female), Judo (Female) and earlier in the year Cross Country (Male)
- Croydon currently sit 7<sup>th</sup> overall with plenty of sports still to go including volleyball, sailing and the finals of the basketball where the boys are hoping to improve upon last years 4<sup>th</sup> position.





# Culture, Leisure and Sport Cabinet Member Bulletin Councillor Oliver Lewis July 2018

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## Active Norbury Goes Live!

Norbury Park 'got active' this weekend with members of the local community taking part in Yoga, Cricket and BMX sessions; an introduction and taster to the activities that are being delivered within the park over the summer.



The Active Spaces initiative supports the delivery of programmes that directly aims to get inactive people in the community more active. Funded through Fields in Trust and Active Wandle Valley, Active Norbury encourages a behaviour change within the population to be more active and provides the members of the local community with the opportunity to access their local park and engage them in regular physical activity. The funding has been used to provide a programme of activity at Norbury Park for young people, families and older people throughout the summer months. Working with delivery partners including, Access Sport, Surrey Cricket Foundation and Our Parks, the programme is made up of BMX sessions (for women and girls, and young people and their families), cricket sessions (for young people aged between 8 and 14 years old) and physical activity sessions (adults).

## Culture

### **Fairfield visit**

I had the pleasure of a visit over to see the work going on in the Fairfield Halls building last month in the company of the incoming venue director Neil Chandler. It was great to see the stripped out spaces and get a sense of the space that we will have in the venue and by talking to Neil an idea of the activities that will be filling the place.



# Culture, Leisure and Sport Cabinet Member Bulletin Councillor Oliver Lewis July 2018

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## Grafton Quarter: Art House

Artist Studio Company are moving to Croydon with a purpose built facility which delivers 104 artist studio spaces. This is a much needed and excellent development for Croydon and will be the biggest facility that Artist Studio Company have. The spaces are a range of sizes for different artists or groups of artists, there are meeting spaces, a large reception space and a gallery.

Artist Studio  
Company's 104  
studio plus art  
gallery  
development in  
the Grafton  
Quarter



## **Croydon PrideFest and Croydon International Mela**

**Saturday 14<sup>th</sup> and Sunday 15<sup>th</sup> July**

The middle weekend in July sees two fantastic free events for our residents and visitors. Croydon PrideFest, now in its third year, will start with a parade along North End from 11.30am, along to Wandle Park where from 12pm there will be live music and entertainment all afternoon and evening, and a dance tent open until 10pm.



# Culture, Leisure and Sport Cabinet Member Bulletin Councillor Oliver Lewis July 2018

Confirmed acts include Asifa Lahore, star of Channel 4's 'Muslim Drag Queens', and singer songwriter Christopher Haul. Other acts will be available on the Croydon PrideFest website in the coming weeks, but the day promises something for everyone.

Croydon International Mela on Sunday 15<sup>th</sup> also at Wandle Park will be another event for all the family full of music, dance and food.



## Registrars Service

### Locality Working

We are advancing plans for closer working with Bereavement Services and the introduction of locality working and improve accessibility by preparing to trial birth and death registrations from the office at Croydon Crematorium on 1 day per week.

It is hoped that this trial will commence in July and, dependent upon its success, other venues will be introduced.

**AMBITIOUS FOR CROYDON**



# Culture, Leisure and Sport Cabinet Member Bulletin Councillor Oliver Lewis July 2018

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## Bereavement Services

### **Cremation Metals Recycling Scheme**

We have just completed the nomination period for the distribution of surplus monies from the national cremation metal recycling scheme.

This time we have nominated SLOW a charity supporting bereaved parents and siblings, run by bereaved parents. For ten years they have held drop in support meetings for bereaved parents in North London and recently after extensive research and planning they have opened a South London branch to offer daytime weekly support groups in Streatham Hill.

SLOW offers a place of refuge for bereaved parents and the groups are open to all who have suffered the devastating loss of a child. Grieving parents can and often do feel alone, disconnected and alienated - losing a child can have a profound effect on family life. The SLOW service is an important part of supporting local people through daily life and challenges with the aim of promoting physical and mental well-being.

We will soon be presenting a cheque for £5,000.00 to this very worthwhile cause.

### **New Burial Land**

Our new planning application to extend the Greenlawns Memorial Park is to go before Tandridge DC Planning Committee in July/August.

### **Events**

Both Bereavement and Registration Services attended the 'Dying Matters' conference held at the Braithwaite Hall on Monday 14<sup>th</sup> May at the start of Dying Matters week

Dying Matters is a coalition of 32,000 members across England and Wales which aims to help people talk more openly about dying, death and bereavement, and to make plans for the end of life.

Every year in May, Dying Matters and their coalition members host an Awareness Week, which provides an unparalleled opportunity to place the importance of talking about dying, death and bereavement firmly on the national agenda.

This was followed on 15<sup>th</sup> May with our Know Your Funeral Rights seminar held at the Crematorium to further support this initiative.

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# Families, Health and Social Care

## Cabinet Member Bulletin

### Councillor Jane Avis

June 2018

Welcome to my first bulletin as Cabinet Member for Families, Health and Social Care. I am thoroughly enjoying meeting staff, residents and partners as I learn more about the role and the great work you all do.

A lot of hard work has taken place over the last few years on our journey to integrate social care and health through our One Croydon Alliance and I am keen to ensure going forward we do the same for our younger adult population.

I am pleased the public health team have joined the Health, Wellbeing and Adults department and keen that we focus as much on the wider determinants of health and wellbeing such as housing, employment and skills to give every adult as much opportunity as possible.

Of course so much of our care and support in Croydon is provided by unpaid carers and I am keen to ensure they get the support they need in their caring role as well as supporting them to have a life and look after their own wellbeing. Likewise for those funding their own care that they have the right information and advice to be able to get the best level of service to improve their lives and play as full a part in their communities as possible.

I am thoroughly pleased we have made a commitment to making Croydon a Dementia Friendly Borough and keen we tackle social isolation and loneliness and work collectively to improve the access to support for people with ill mental health.

I hope you find this bulletin interesting, if you would like to contact me about anything, please do so on:

**Correspondence:**

c/o Town Hall

Katharine Street

Croydon

CR0 1NX

**Business phone:** 07710 184 921

**Email:** [jane.avis@croydon.gov.uk](mailto:jane.avis@croydon.gov.uk)

[Online information](#)

## LATEST NEWS

### A swinging 60s success for Dementia Week in Croydon

We are working towards making Croydon a fully-fledged dementia-friendly borough to help residents living with dementia to socialise more and live safely within their communities.

This includes helping shops, businesses, health and transport services to make small changes to their layout and décor to welcome people with dementia.

Croydon's Dementia Action Alliance celebrated Dementia Awareness Week in May by hosting events to raise awareness of dementia and to encourage people to become a Dementia Friend and learn more about the small ways they can help support those with dementia.



There was a specially-organised tea dance for people experiencing dementia, and their carers to enjoy. Plus information sessions that took place at various locations and special films shown at the Museum of Croydon to bring back memories of growing up in the borough. The grand finale was a swinging '60s

event in Surrey Street market that included a 'wall of recall' display for people to reminisce about the 1960s.

The Alzheimer's society provided excellent information on the day and the fire brigade and police were there also to lend their support.

Dementia is a progressive condition that can lead to memory loss and difficulties with thinking, problem-solving and communication.



In our borough, more than 3,250 over-65s are living with dementia. The disease mainly affects those in this older age group, however the onset of the condition can begin much earlier.

Nationally, dementia impacts the health of approximately 850,000 people. The health



and social care costs to the economy are estimated at £26.3bn per year, but unpaid care provided by family and friends can be as much as £11.6bn annually.

For further information about Croydon Dementia Action Alliance go to

[www.croydon.gov.uk/dementia](http://www.croydon.gov.uk/dementia)

You can find dementia services in Croydon at <https://www.alzheimers.org.uk/find-support-near-you> and search for 'Croydon'

Read our press release [here](#)

### Carers week



As part of the Carers Week programme, the Carers Support Centre held a Carers Week Poetry Reading on Wednesday 13 June. Carers and local poets were invited to share their poetry and reflections on caring. I attended this fabulous event; the poems were informative, inspirational and quite emotional. All the volunteers were extremely helpful. The event took place as

part of [Carers Week](#), the national campaign to raise awareness of the UK's 6.5million unpaid carers. [More information about the Carers Information Service](#)

### Parliament committee highlights Croydon's work to tackle childhood obesity

The Health and Social Care Committee included the work we are doing in Croydon to improve the health and wellbeing of children in their new report about tackling childhood obesity.



We gave evidence to the committee's inquiry based on our [Healthy Weight Action Plan](#) for the borough and also informed them of the ongoing work in our [Food Flagship schools](#).

On May 30th, Rachel Flowers, the council's Director of Public Health, was invited on to the BBC's World at One programme to speak about this work. You can listen to her interview [here](#) (27 mins into the programme)

The Committee's report - 'Childhood Obesity: Time for action' is available to download [here](#)

## **DELIVERING OUR AMBITIONS**

### **Victims of Modern Slavery - Local Authority Pathway Programme**

Adult social care and colleagues worked closely to submit a bid to the Department for Communities and Local Government to fund a project to help and support victims of modern slavery. The excellent news is that this was successful and £155,850 was awarded.

Overall £19M was awarded to councils across England, with £1.1 million for six councils to support victims of modern slavery to link up with local services when they leave central government-funded support. This will reduce their risk of becoming homeless, sleeping rough, or being re-trafficked.



According to the *Underground Lives* report, published by Hestia in November 2017, Croydon had 61 cases of modern day slavery since 2016. This was significantly more than any other borough with the vast majority (51) of victims being female victims of sexual exploitation.

Croydon has long recognised the issue locally and formed a Modern Day Slavery committee focused on tackling human trafficking. This Committee now sits jointly under the Children's and Adults Safeguarding Boards. This committee looks to drive a slavery prevention agenda forward in Croydon and to educate local businesses and groups.

The money will partly fund a project which aims to help survivors develop independence and create appropriate links in the Croydon community.

Examples of this are work, accommodation, health, social activities, mental health, legal, financial and education (including language skills) resulting in long term meaningful and lasting changes to their lives.

**More information:** [Nick.Sherlock@Croydon.gov.uk](mailto:Nick.Sherlock@Croydon.gov.uk)

### **Working in partnership to improve outcomes for our older residents**

We are moving towards a locality based model for older people's social care in Croydon, mixing the skills of social care, health and the voluntary sector within the teams. This will be from the initial duty contact through to review, ensuring that the right people are providing support within local communities, where it is needed, at the right time. This preventative model builds on the successful work of the One Croydon Alliance, which has the ambition to reduce social and health inequalities, support and promote independence and resilience for Croydon residents. One of our key aims is to support people before they get to a crisis point.

The older peoples social care teams will work within the already established Integrated Community Networks (ICN's) and the Huddles. Huddles are a multiagency team based around GP practices where GPs, community nurses, pharmacists and Personal Independence Coordinators (PICs) from Age UK Croydon proactively plan the care of people with complex needs.

The Living Independently for Everyone team (LIFE) consists of social care staff, therapists, nurses, a domiciliary care provider and the voluntary sector working together to prevent admissions to hospital and support people with safe early discharges from hospital. It has been running successfully since October 2017 with impressive results so is now moving to become business as usual, continuing its hard work and success support hospital discharges and reablement in the community.

By moving to this model we can ensure we continue to be Care Act compliant.

More information: [Annette.McPartland@croydon.gov.uk](mailto:Annette.McPartland@croydon.gov.uk)

## WORKING WITH PARTNERS

### Pioneering care partnership is granted nine-year extension



*Picture caption: [Left to right] John Goulston, Chief Executive of Croydon Health Services NHS Trust; Guy Van Dichele, interim Director of Adults and All-Age Disability at Croydon Council; Kate Pierpoint, Chief Executive at Age UK Croydon; Dr Matthew Patrick, Chief Executive of South London and Maudsley NHS Foundation Trust; Andrew Eyres, Accountable Officer at Croydon Clinical Commissioning Group; and Dr John Chan, Chair of the Croydon GP Collaborative.*

On 29th March 2018, Croydon Council joined its alliance partners in health and social care to sign an agreement to extend its pioneering care partnership for a further nine-years.

The One Croydon Alliance; Croydon Council, the Croydon Clinical Commissioning Group (CCG), Croydon Health Services NHS Trust, Croydon GP Collaborative, South London and Maudsley NHS Foundation Trust, and Age UK Croydon focusses on improving the health and wellbeing of residents through working better together and in partnership with the people of Croydon.

Our new way of working includes supporting individuals and local communities to support people to be more independent and able to have more control over their health and care. It has also focuses on giving residents with chronic conditions more joined-up support to improve their independence and quality of life.

Early successes include new ways of working that reduce the length of time people stay in hospital and improved the independence of older people. Since the new services were introduced last October there has been an 8% reduction in the number of emergency admissions of older people to Croydon University Hospital. Also, half of the older people who are referred to the new LIFE service for reablement require no on-going support and the new PIC ( Personal Independence Coordinator) service has visited over 500 older people improving their wellbeing and reducing social isolation.



The One Croydon programme is also getting national interest and was featured in The Guardian's Society section on 14 May 2018, they described the project as 'unprecedented level of joint working is transforming lives of older people' You can read more [here](#)

Contact Officer: [Rachel.soni@croydon.gov.uk](mailto:Rachel.soni@croydon.gov.uk) or [Kathy.wocial@croydon.gov.uk](mailto:Kathy.wocial@croydon.gov.uk)

### Thanks to Croydon College HIV Testing Week volunteers



I had the pleasure of meeting a group of student volunteers at Croydon College who gave up more than 200 hours of their time volunteering to help Croydon Council to raise awareness of the importance of taking a HIV test to live a healthy life. I presented each student with a certificate of thanks for their efforts during HIV Testing Week, which took place at the end

of last year.

Their help meant that more than 900 additional people were tested during the week and up to World AIDs Day on 1 December.

The volunteers were studying either Access level 1, 2 or 3 courses, including nursing and social work, at the College and the certificates were handed out to also mark the end of their academic year at the college.

Following training from the Council's public health team, they were required to each commit a minimum of four hours to volunteer but some dedicated up to 12 hours to the HIV Testing Week campaign.

The sterling effort and commitment from these Croydon College students were integral to the success of our work to get more people in the borough to test for HIV and reduce some of the stigma that still exists.

Getting tested for HIV is a quick finger-prick test, with the result available within 15 minutes. Receiving an early diagnosis and treatment can help people to live up to a normal lifespan."

Free and confidential HIV testing is available all year at Croydon University Hospital, GP surgeries and other clinical settings. Find out more [here](#).

Read our press release - [here](#)

### **Get protected, stay protected**

A number of people have been infected with measles in London and across Europe this year. Measles is a highly infectious viral illness that can lead to serious complications. Getting the vaccinations you need can better protect you and your family against catching a preventable disease.



Immunisation is what happens in your body after you have the vaccination. The vaccine stimulates your immune system so that it can recognise the disease and protect you from future infection.

Do ask your GP /Doctor or local pharmacist for information about the vaccinations needed to keep healthy.

Find out more information at [www.nhs.uk/conditions/vaccinations](http://www.nhs.uk/conditions/vaccinations)

If you are travelling abroad during the summer, you can get further advice at [www.nhs.uk/conditions/travel-vaccinations](http://www.nhs.uk/conditions/travel-vaccinations)



# Safer Croydon and Communities

## Cabinet Member Bulletin

### Councillor Hamida Ali

#### July 2018

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## Safer Croydon

### Raising awareness of support and advice for survivors of domestic violence during World Cup

Across the UK domestic violence increases during all major sport events. Croydon's FJC works to support victims and help increase their safety. During the 2014 World Cup domestic abuse reporting increased by an average of 25% on England match days.

As a result, a dedicated police response car will be deployed on England match days. An independent domestic violence advocate from Croydon FJC will attend reports of domestic violence together with police officers, able to provide instant support and advice to survivors.

Over 1,000 posters are out across the borough highlight the service the FJC offer, supported by a press release and messaging on social media and internally for all council staff.

If you, or someone you know, is affected by domestic abuse, please speak up. Support is available. Please contact the FJC on: 020 8688 0100 or [fjc@croydon.gov.uk](mailto:fjc@croydon.gov.uk) or the National Domestic Violence Helpline: 0808 2000 247. In an emergency, always call 999.

### Breaking the cycle of domestic abuse

Croydon is working with the Mayor's Office for Policing and Crime to pilot for London an important new programme to tackle high-risk perpetrators of domestic violence.

The Drive programme is funded by the Mayor's Office for Policing and Crime, and aims to reduce offending by helping perpetrators examine their views and attitudes towards domestic abuse.

The programme was launched on 2 July and will be delivered by RISE, a professional team that works closely with perpetrators to help them break their cycle of harmful behavior and develop better relationships with their families and the wider community.



# Safer Croydon and Communities

## Cabinet Member Bulletin

### Councillor Hamida Ali

#### July 2018

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### Scams Awareness Month

Scams Awareness Month takes place every year and provides an annual opportunity to raise awareness of the types of crimes and predatory practices which perpetrators target people with and advice on how to avoid them.

In Croydon our Trading Standards team marked the month by highlighting how scammers target different age groups. Younger people are most likely to experience online fraud and less likely to report it, middle-aged people are most likely to be targeted with financial fraud from pension fraud to property scams and older residents in their 70s are most at risk of phone scams for example fake prize draws and investments.

Croydon's Trading Standards Team have been taking these messages out message out to communities across the borough through a series of drop-ins. The team have been providing important advice on the best practice for all of us to avoid becoming victims of a scam. together with important advice on the best practice to avoid being targeted with these scams holding drop in sessions through the month offering advice and information on how to avoid being scammed. For more information, check out: <https://www.croydon.gov.uk/advice/tstandards/doorstep-crime/scams-awareness-month-2018>

### Call for volunteers in fight against crime

The Safer Croydon Partnership marked Volunteers' Week in June with a call for more volunteers to support responses to knife crime and domestic violence – both priority areas in Croydon's Community Safety Strategy.

Croydon Council's trading standards department is looking for young people aged between 14 and 16, to volunteer as test purchasers for age-restricted products (with parental consent). This involves those young volunteers (in strictly controlled conditions) trying to buy knives, alcohol, cigarettes and fireworks from shops in the borough to test that retailers are not breaking the law.

The FJC supports people affected by domestic abuse and needs more people, aged 21 and over, to sign up for its Volunteers' Project. The project, which started in January, has already trained 28 people to help those experiencing abuse. For further details on the FJC work, please contact their volunteer coordinator: [emma.osbourne@croydon.gov.uk](mailto:emma.osbourne@croydon.gov.uk).



# Safer Croydon and Communities

## Cabinet Member Bulletin

### Councillor Hamida Ali

#### July 2018

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## Communities

### **Croydon BME Forum Youth Summit – Saturday 21 July, Brit School, 12:00pm - 5pm**

The Croydon BME Forum is working in partnership with the council and with community partners to hear from young people on their views about their safety and the impact of knife crime and their ideas on how to tackle the problem.

It will be an important opportunity to provide young people and their parents with reassurance about the work the Safer Croydon Partnership is leading across agencies and with communities to keep our young people safe.

Anyone interested in taking part can sign up here:

<https://www.eventbrite.co.uk/e/croydon-youth-summit-2018-registration-46016082341>

### **Croydon PrideFest 2018**

The third Croydon PrideFest will take place on Saturday 14 July in Wandle Park, and is expected to bring more than 7,000 people together for a day of celebration of love, acceptance and inclusivity.

This free event will start with a parade along North End from 11.30am, along to Wandle Park where there will be live music and entertainment all afternoon and evening, and a dance tent open until 10pm.

If you would like to participate in the parade with members of the council LGBT Plus Allies staff network please email Andrew Curtis, chair of Croydon Council's LGBT +Allies staff network: [andrew.curtis@croydon.gov.uk](mailto:andrew.curtis@croydon.gov.uk)



# Safer Croydon and Communities

## Cabinet Member Bulletin

### Councillor Hamida Ali

#### July 2018

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### Annual interfaith bike ride and picnic in the park

On Sunday 24 June, Faiths Together in Croydon (FTIC) hosted their 4th annual interfaith bike ride and picnic to showcase Croydon's strong communities and that #WeStandTogether.

The picnic was also part of the Great Get Together annual events which are held in memory of Jo Cox MP, who believed that we have far more in common than that which divides us.

Starting in different parts of the borough (south, east and west), three bike rides visited Croydon's diverse sites of worship before joining up at Park Hill Recreation Ground for an interfaith picnic.

The fun filled day was an opportunity for our communities to come together to celebrate our diversity who were joined by the Mayor of Croydon.



# Safer Croydon and Communities

## Cabinet Member Bulletin

### Councillor Hamida Ali

#### July 2018

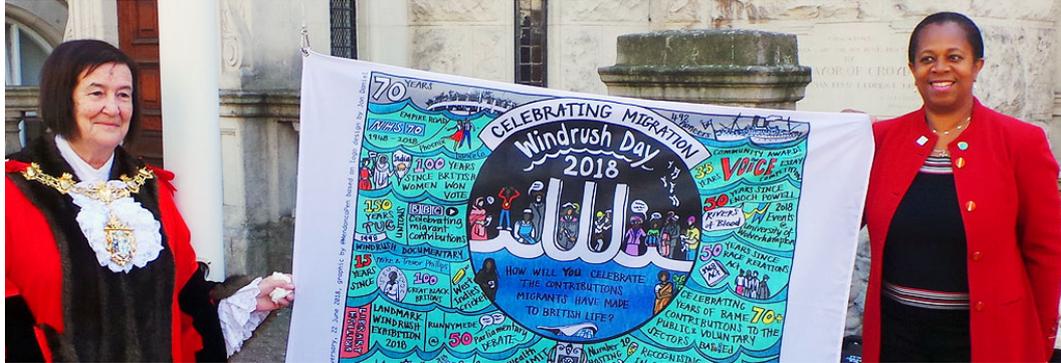
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**Celebrating and Supporting our Windrush Generation**



# Safer Croydon and Communities Cabinet Member Bulletin Councillor Hamida Ali July 2018



A unique flag was flown above Croydon town hall for the first time on 22 June, to mark the UK's inaugural Windrush Day – a celebration of the rich diversity that British Commonwealth citizens bring to the borough.

This year marks 70 years since the MV Empire Windrush arrived at Tilbury Docks in 1948 carrying amongst its passengers 493 Commonwealth citizens from the Caribbean.

Croydon was the first council to fly the Windrush flag and follows the event, led and organised by Cllr Patsy Cummings, *Supporting our Windrush Generation [Our Rights in the UK]* a month before on 22 May which offered information and advice to any resident affected by the national issue.

At the event the Leader of the council announced that Croydon will also hold an annual event to celebrate our Windrush generation who came to rebuild Britain after the war.

## Croydon Big Lunch Weekend

Croydon residents once again showed their community spirit by putting on street parties on Saturday 2<sup>nd</sup> and Sunday 3<sup>rd</sup> June for the annual Big Lunch.

Each year the Big Lunch sees communities from all corners of the borough sitting down to eat and chat with their neighbours.

A huge thank you to all our Croydon Big Lunchers that showed their support this year in making it a great event. Thanks to our residents, 52 Big Lunches and street parties took place this year. The Mayor of Croydon Cllr Bernadette Khan and Deputy Mayor Cllr Humayun Kabir popped along to support as many parties as possible across the borough to the delight of those residents.



# Safer Croydon and Communities Cabinet Member Bulletin Councillor Hamida Ali July 2018

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# Economy and Jobs Cabinet Member Bulletin Councillor Manju Shahul-Hameed June 2018

## Latest News

### Working Together

#### Apprenticeships

We will be welcoming 14 new apprentices as part of the council's internal apprenticeship programme on Monday 16<sup>th</sup> July. Approximately half of the managers who are hiring apprentices in this cohort have never had apprentices before, reflecting the growing awareness across the council about the positive impact apprentices have on their respective teams. Furthermore, these apprentices will be working towards a variety of specialist qualifications including Procurement and Youth Work, gaining experience in a wide range of teams across the council. Demand for apprentices continues to grow and there have already been several expressions of interest from managers (and potential applicants) regarding recruitment for Cohort 3 which will begin in July for an October 2018 start.

In May, the apprentices were at the forefront of organising the Learning at Work Week apprentice session where they presented key information about apprenticeships amongst colleagues and potential hiring managers. They shared their story as apprentices including how life changing doing an apprenticeship at Croydon council had been for them.



*"I'm 6 months into my apprenticeship and I've learnt so much about the council, my job role and myself. This has been my first ever job and as a 16 year old, working here council has shown me what it is like to be working in the public sector which is exactly what I want to do".*

**Beth Blakeman, Commissioning and Improve Apprentice**



# Economy and Jobs Cabinet Member Bulletin Councillor Manju Shahul-Hameed June 2018

We also provided more information on apprenticeship training that is available for existing staff leading to expressions of interest from staff in both pathways:

Apprentices have been given the opportunity to take part in the apprentice swap so they could learn more across the council. Apprentices have arranged to change teams for up to a week and set up a placement in other teams of interests such as Trading Standards, Communications and Economic Growth.

Apprentices have also taken part in the borough wide 'Choose Your Future' campaign, encouraging young people across the borough to make better life decisions and think more carefully about how the decisions they make now can influence their future (right).

Despite being launched only eight months ago, our apprenticeship programme has already been identified as an example of good practice by The Learning and Work Institute and has been shortlisted by the ENEI (Employers Network for Equality and Inclusion) in their newly created Apprenticeships category. The award ceremony will be taking place on the 10<sup>th</sup> July and our nomination is one of three council projects that have been selected by the ENEI.



On Thursday 12<sup>th</sup> July, the apprentices will be hosting 'Apprenticeships Works: Journey to Success', an event aimed at promoting apprenticeships across the borough and informing both residents and employers about the benefits of being involved in apprenticeships. The apprentices have worked as ambassadors by being involved in planning every aspect this event e.g. flyer design (left).

Interest in working towards professional development apprenticeship qualifications continues to rise amongst existing staff. Over the last few months, staff from different teams have enrolled in qualifications such as Leadership, Management and Professional Administration.



# Economy and Jobs Cabinet Member Bulletin Councillor Manju Shahul-Hameed June 2018

## Work Experience

The new system for organising work experience was launched in June meaning that every team in the council is expected to create at least two student placements each year. These placements will be advertised through the Croydon Works website so the application process will more closely imitate real life recruitment practices. This new system will result in more placements being offered to local students and a fairer selection process for those that apply.

## Croydon Means Business

As part of our year long campaign for business we are pleased to announce new free drop-in one-to-one business support clinics!

Croydon's small businesses and budding entrepreneurs are being offered a boost with free, drop-in, one-to-one business support clinics again this month.



This follows the success of the first business support clinic in May, which saw business owners and entrepreneurs from across the borough benefit from free specialist advice and top tips on a wide range of topics.

Hosted by the Croydon Business Support Network, the free monthly sessions offer help with finance and funding; marketing and social media promotion; exporting and international trade; recruiting and employing staff, as well as premises and business rates.

Local business owner Mel Hollett said: *"I would like to express my sincere thanks to all I spoke with at the well organised, free monthly business support clinic event on 24 May, which was organised by Croydon Business Support Network at the Business Xchange Hub. I was warmly greeted by each business advisor that I spoke with and all the business advisors were absolutely brilliant!"*

The second clinic took place from 10am – 1pm on Tuesday 26 June and the next one will be on Thursday 26 July at The Business Xchange Hub, 5th Floor Marco Polo House, 3-5 Lansdowne Rd, Croydon, CR0 2BX. The council will be offering economic development and business growth support, including inward investment, help to identify new premises, access to a free recruitment service and financial support including loans and business rates relief.

To find out more contact the Economic Development Officer: [ose.akpom@croydon.gov.uk](mailto:ose.akpom@croydon.gov.uk)



# Economy and Jobs Cabinet Member Bulletin Councillor Manju Shahul-Hameed June 2018

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## Social Enterprise Network

Social Enterprises from across the borough are invited to join the Croydon Social Enterprise Network.

In order to support our social enterprises, the network meetings are designed to share information on funding and sustainability as well as encouraging collaboration and best practice for our Social Enterprise community.

Social Enterprises are businesses that trade to tackle social problems, strengthen communities or improve the environment. They aim to generate most of their income through selling goods and services, reinvesting the majority of their profits to further their social mission.

Social Enterprises show us what the future of business can look like. These are credible businesses, competing in the open market, but set up in a way that addresses some of the biggest issues we face. From homelessness and substance abuse to mental health and social care - Social Enterprises are working on the front-line creating opportunities and reducing inequalities. They are showing traditional businesses how social impact and profit can go hand in hand.

## Croydon Works



Croydon Works has been working with 2 key employers to develop accessible pathways into employment for our residents.

- Construction Skills Academy – is a joint project with Croydon Works, Willmott Dixon and Carshalton College (off the back of the New Addington Leisure centre development) which was launched in March and started delivering training in April. The first cohort completed their training with some positive outcomes. 12 residents completed the course with 4 completing work experience and 3 residents going on to find work. The second cohort of 11 residents commenced training at the beginning of June 18.
- One Destination employability course - is a partnership between Gatwick Airport Ltd, Croydon Works and London Learning Consortium. It is exclusively for Croydon residents and gives them the opportunity to gain security clearance, enabling them to work with any employer on site at Gatwick, coupled with employability training including a qualification in customer service. The first cohort started in April 18 and 7 residents completed the course with 3 people being offered jobs with various employers at Gatwick with the remaining awaiting interview, we anticipate more positive outcomes.

Other:

- Shrubland's Outreach Pilot – overall this pilot was a success, 12 people signed up to the course with 8 people completing it and 4 residents have secured employment as a result. We are now having discussions to the wider team to look at other areas to run a similar programme



# Economy and Jobs Cabinet Member Bulletin Councillor Manju Shahul-Hameed June 2018

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- ERSA National Employability day: Croydon works is working with London Learning Consortium to host our 2<sup>nd</sup> employability day recruitment event, we have a host of employers and training providers who will be showcasing jobs and training courses on the day along with interactive workshops with Gatwick Airport around interviews and NCS around applications, confidence and motivation and how to make job applications

## Work and Health Programme



February was the last month of mobilisation before the Work and Health Programme went live on 1st March 2018. Over the past few months Reed (the provider) has been securing fixed and co-location sites across the five London Boroughs within the South London Partnership and will be delivering the programme from nine locations across the sub region. The co-location sites include CALAT in New Addington, Evolve Housing and The Commonsides Trust in Mitcham, which will help support a joined up approach with local support services for participants.

Reed has met with key stakeholders from all five boroughs and visited all JCP offices to present the programme to frontline staff as part of their stakeholder engagement activity. A range of marketing materials, including a website, aimed at participants, partners and JCPs have been produced and are being rolled out across the boroughs.

An official launch of the programme was planned for May 2018, to allow time for delivery to start having an impact on participants. However, on the second day of go-live, the number of participants allocated to the programme has almost met weekly targets, with 25 participants meeting the qualification requirements.

## Good Employer Charter

Croydon Council welcomes two new recently accredited businesses to the Good Employer Croydon Charter – The Oakwood Group and Baachu Works. These businesses have demonstrated their continuing commitment to supporting the success of Croydon's local economy by using local supply chains, creating local job opportunities, ensuring employees are paid the London Living wage and promoting fairness, equality and sustainability through their business practices.

The Good Employer Croydon Charter gives recognition to socially responsible businesses and is structured around four key pillars:

1. **Pay Living Wage** – paying all direct staff the London Living Wage;
2. **Employ Local** – creating employment and training opportunities for local people by using the free-to-use Croydon Works job brokerage service;



## Economy and Jobs Cabinet Member Bulletin Councillor Manju Shahul-Hameed June 2018

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3. **Buy Local** – supporting the local economy by investing in local business and supply chains; and
4. **Include All** – implementing best practice relating to equality and diversity in the workplace; supporting local communities, initiatives and campaigns; and minimising the business' impact on its surroundings and environment.

To date, 36 organisations have become accredited with a further 60 businesses having pledged and working towards accreditation. The list of accredited organisations includes organisations of all sizes and sectors, the full list of which and further details about the Good Employer Croydon business accreditation scheme can be found at [www.goodemployercroydon.com](http://www.goodemployercroydon.com)



On the 20th June I was pleased to be part of a Joint Committee of 17 Local Authorities that approved the Coast to Capital Local Economic Partnership's Strategic Economic Plan. The plan outlines our collective ambitions for the Coast to Capital area which runs from Croydon to the south coast and sets the strategic context for millions of pounds of investment in infrastructure, digital and skills which will all contribute to improving the lives of Croydon residents.



# Children, Young People and Learning Cabinet Member Bulletin Councillor Alisa Flemming June/July 2018

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## LATEST NEWS

Our staff are continuing to work in close collaboration with representatives from our partners in health, schools, education, the police and the voluntary and community sector to move forward with our children's improvement plan. We have made some big strides against the 4 key areas in our improvement plan – Practice, people and Performance, Platforms and Partnerships:

### Practice

- We have trained almost 500 staff to use the new model of social work practice, Strengthening Families, that uses a consistent approach to working with families to keep children
- Clear, concise practice standards for frontline staff and their managers have been agreed and distributed to all children's social care staff. Taken together these establish clear expectations of staff at all levels and set out how managers should be supporting frontline staff
- A cross-partnership task and finish group has overseen the drafting of our refreshed Draft Early Help Strategy, ensuring it is closely aligned with the Council's development of a new preventative approach that meets our communities' needs

### People and Performance

- We will be working with Community Care, one of the leading websites for social care professionals with a wide reach in the sector, to raise Croydon's profile as a social care employer of choice. We will be developing a calendar of recruitment events and targeted campaigns to attract staff to join us on our improvement journey
- A more joined up approach to ensuring care leavers can access the right accommodation has been launched. Housing and Children's services professionals will be meeting regularly to discuss the housing needs of young people leaving care to ensure each has a clear pathway to securing accommodation

### Partners

- A launch event for our partners on Strengthening Families took place on the 18th of April at St Mary's School. Around 50 people from health, education the police and voluntary sector attended. Partners were really enthusiastic about our new approach and keen to explore how they could use a more strengths-based approach in their work with children and families.
- The independent chair of Croydon Safeguarding Children Board (CSCB) is strengthening multi-agency working for the most vulnerable children, driving a partnership focus on neglect and challenging partners to identify their specific contribution to meeting the needs of more vulnerable adolescents.



# Children, Young People and Learning Cabinet Member Bulletin Councillor Alisa Flemming June/July 2018

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## Platforms

- Targeted work is taking place to ensure that there is ‘whole system’ support for change from across the Council. Frontline staff are working with IT and change experts to think creatively about how social care staff can be freed up to spend more time working with children and families. Areas being explored are:
- How technology can reduce paperwork and support more efficient, mobile working
- How to maximise use of the systems available, including rapidly supporting the development of staff skills
- Following the decision to invest in business support capacity, further work is taking place to make optimum use of this additional capacity and improve staff skills at all levels

I am constantly impressed with the dedication, commitment and hard work that everyone is putting in to get the best outcomes for children and young people in Croydon.

Keep up the good work!

Contact Officer: [Kerry.crichlow@croydon.gov.uk](mailto:Kerry.crichlow@croydon.gov.uk)

## **Learning and Development**

Croydon continues to have a robust recruitment process targeted at recruiting experienced children and families’ social workers. As part of our longer term strategy we continue to offer practice learning placements to social work students providing “real world” learning and professional development. Successful student social workers can apply for Newly Qualified Social Work posts at the end of their final placements and enter their Assessed Year in practice.

Despite the challenging environment for children’s services post-Inspection, we have been able to support our student social workers and NQSW’s to develop their knowledge and skills in a range of operational settings. These provide them with experience of the real issues faced by vulnerable families and individual children and young people, and to begin to develop a sound set of social work skills that will enable them to bring positive input to families going forward. In 2017/18 we supported 22 student social workers in Children’s Services and are currently looking at how we recruit a significant proportion into next year’s ASYE programme.

The DFE in its 2016 paper “Children’s Social Care Reform – A vision for change” described social work as “the profession which bears the heaviest burden of responsibility” and it is important to remember just how much we expect of our social workers when carrying out their duties, often in very difficult circumstances.



# Children, Young People and Learning Cabinet Member Bulletin Councillor Alisa Flemming June/July 2018

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As part of the support we offer, Children's Early Help & Social Care is reviewing all of the learning & development offers to staff as part of our unrelenting focus on retaining social workers through targeted professional development. Croydon is also a member of the South West London Social Work Teaching Partnership, which will focus on developing and growing the skills and knowledge of social workers through a range of post-qualifying programmes. This will enhance practitioner's skills and knowledge and provide a learning framework that values and promotes professional development.

Contact Officer: [Philip.segurola@croydon.gov.uk](mailto:Philip.segurola@croydon.gov.uk)

## Virtual school update

On Wednesday 13th June, a small group of Unaccompanied Asylum Seeking Children (UASC) showcased their musical skills and invited guests at the interim provision for new arrivals located at St. Andrews CE High School. The 10 students from Afghanistan, Vietnam, Eritrea and Sudan have been attending lessons run by the Virtual School, since their arrival in the UK. The students who are all awaiting full-time school places, attend classes 3 days a week when they are taught a variety of lessons including, English, maths, art, sport and music. Lessons are delivered by various professionals including a qualified teacher and community organisations. One of these organisations is White Hut Studios.

Over the course of 6 weeks, White Hut Studios through the medium of music, taught the students the how to improve their speaking, and writing skills and disciplines of music. The group worked together to write and produce a piece of music that was eventually recorded. On the 13th June, the group performed their production before an audience that included their carer's, senior officials from the council and local councillor.

The students worked exceptionally hard and touched the hearts of our audience. This was a massive achievement for all of those involved!

Contact Officer: [Shelley.davies@croydon.gov.uk](mailto:Shelley.davies@croydon.gov.uk)

## DELIVERING OUR AMBITIONS

### Involving Children & Young People in Commissioning Activity

Children and Young People are going to be trained as commissioners to support commissioning activity across the Council, which will include services for Children and Young People. The training will be commissioned and this will include accreditation for those participating.



# Children, Young People and Learning Cabinet Member Bulletin Councillor Alisa Flemming June/July 2018

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To ensure the maximum impact of children and young people's voices in the commissioning process, there will also be training for Council staff and an element of service redesign to accommodate the need to undertake activity in a different way and at different times. It is proposed that the first Children and Young People Commissioners will be trained to support commissioning activity in the Autumn term.

Contact Officer: [Jenny.wade@croydon.gov.uk](mailto:Jenny.wade@croydon.gov.uk)

## Appearance before the Health Select Committee – Sharing Learning from Croydon Schools

Recently, the borough's School Food Improvement Officer was invited to be part of a panel at the House of Commons, appearing before the Health Select Committee in their review of the government's Childhood Obesity Plan. The committee was keen to hear about the successful work in Croydon schools, started as part of the Food Flagship Borough programme, improving food provision and food education for the whole school community. The appearance has resulted in Croydon being cited in the committee's final report '**Childhood obesity: Time for action**'.

Since the committee appearance, the Director of Public Health, appeared on BBC Radio 4 and talked about the fantastic work that Rockmount Primary School have done to create a whole school approach to healthy living, empowering families to make their own healthier choices.

Contact Officer [laura.flanagan@croydon.gov.uk](mailto:laura.flanagan@croydon.gov.uk)

## Children in Care Council (CiCC)

Since re-launching in October 2017, a unit of the youth engagement team embarked on a recruitment initiative with a focus on establishing working relationships with carers via the Foster Carers forum, education providers and relevant social care teams to develop the membership of the Children in Care Council. To date, 15 young people are registered as members with regular average fortnightly attendance from 10 young people.

The group have been supported in exploring the pledge by reviewing the language used in the commitments to ensure that it is accessible, meaningful to them and representative of the views of young people. The young people's views and amendments have been collated with a view to them being presented to the Corporate Parenting Panel for approval ahead of work lead by CiCC members to publish a reviewed version of the pledge in an engaging format accessible to all looked after young people.



# Children, Young People and Learning Cabinet Member Bulletin Councillor Alisa Flemming June/July 2018

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In addition to this work, the CiCC have developed on a social footing with regular member attendance being rewarded through recreational and experiential incentives such as trips, days out and opportunities for learning life skills such as cooking and financial independence. Furthermore, Croydon CiCC members are expected to link with the South London Commissioning Programme to contribute to a cross-borough project to explore software options employed to support the provision of care placements.

Contact Officer: [Shelley.davies@croydon.gov.uk](mailto:Shelley.davies@croydon.gov.uk)

## Young Mayor's Fund

As one of the key aims of the Croydon Young Mayor scheme, the Young Mayor's Fund will invite young people to pitch their ideas to the Young Mayor, Deputy Young Mayor, and members of the Youth Cabinet this summer. Since their election in March, the scheme has been co-designed with the Young Mayor and Deputy. The respective election manifesto pledges of the Young Mayor and Deputy are central components of this scheme and prospective fund recipients are encouraged to register their applications based on these themes.

The Young Mayor is keen to welcome initiatives that place all young people's safety and distraction from crime at their heart, and projects that provide all young people with opportunities for skills growth and learning for life, whilst the Deputy Young Mayor expects to see opportunities that empower young people to make a positive impact in Croydon to emerge from this fund.

The process is designed with accessibility in mind in order to empower small groups of young people to apply for this funding. Once applications have been received, and shortlisted by a panel of the Young Mayor, Deputy and members of the Youth Cabinet, a pitch day will see young people present their bid to the panel who will determine the ideas which will receive funding and be enabled to deliver their projects. As funded projects open across Croydon, the panel will embark upon a schedule of monitoring ahead of an expected presentation of a set of outcomes demonstrating the impact young people have made in Croydon.

Contact Officer: [Shelley.davies@croydon.gov.uk](mailto:Shelley.davies@croydon.gov.uk)

## Good Citizenship Award

The GCA has been running in its current format for the last two years. The team spoke to Primary Heads at the beginning of the delivery cycle in January and now have 25 schools involved this year. The team have delivered 25 interactive assemblies around the theme of Good Citizenship at Primary schools right across the borough. This is double the amount of the previous year due to a publicity drive, improved assembly



# Children, Young People and Learning

## Cabinet Member Bulletin

### Councillor Alisa Flemming

#### June/July 2018

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resources and a strategic approach to contacting schools via the Education and Youth Engagement directorate.

The delivery cycle begins with an interactive assembly with Year 6 children to introduce the theme of 'Good Citizenship'. The team use this opportunity to talk about the importance of taking responsibility, showing empathy, displaying acts of kindness and taking an active role in their various communities. The school will then nominate those children that have demonstrated this over the course of the academic year and the Outreach team return to award certificates and badges.

The aim of the project is two-fold. It seeks to award the positive contribution that young people make to their various communities and to support those that may struggle with their transition to Secondary school. By awarding those children who need the most support the project hopes to build resilience in young people in order to aid a smooth journey into Year 7. Participating schools also get the chance to win the 'GCA School Shield' based on how they have incorporated the theme of Good Citizenship into wider school projects.

Tuesday 19<sup>th</sup> June saw 50 children and their families plus school representatives attend a celebration event at Croydon Conference Centre with the Deputy Mayor, Cllrs and the Director of Education and Youth Engagement.

Contact Officer: [Shelley.davies@croydon.gov.uk](mailto:Shelley.davies@croydon.gov.uk)

### Summer engagement programme

This year's summer engagement programme spans the entire 6 week school summer holiday. Every week there will be a specific project on offer for young people to sign up for as well as a range of park 'pop ups' for people to attend in their local neighbourhood.

The projects have been designed with young people's interests in mind and the priorities from Youth Congress firmly embedded in each. The projects range from music making, empowerment and resilience, drama, art and sport and getting your voice heard. The pop ups are positioned in parks and green spaces close to housing estates and areas experiencing youth related ASB. These aim to provide young people aged 8-19 with a range of taster activities such as laser tag, football, arts and crafts, music, advice and information. We will be joined in local parks by a host of partner agencies who will make young people aware of the services available to them throughout the year.

There will be a Town Centre pop up focussed on getting ready for school and college and support available for young people who haven't yet made suitable arrangements for September.



# Children, Young People and Learning Cabinet Member Bulletin Councillor Alisa Flemming June/July 2018

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As well as all this, there will be specific activities and outreach services for those young people living in temporary accommodation and those involved with the Children in Care Council.

Contact Officer: [Shelley.davies@croydon.gov.uk](mailto:Shelley.davies@croydon.gov.uk)

## Engaging with hard to reach NEET young people

The council's statutory responsibility to ensure young people, aged 16 and 17, have an offer of a place in learning in September (the September Guarantee) has highlighted an issue we have over the last couple of years, done our best to manage.

We are aware that, historically, those who are NEET, not known, or in entry level jobs have a hard time finding progression pathways and/or a place in learning, and are harder to find and engage with. We undertook a piece of work where we looked at this group of approx. 190 young people and we sent them individual letters with reply envelopes, short surveys and multiple contact routes to contact the team.

Alongside this we checked with other internal colleagues e.g. 0-25 SEND, YOS and CSC to avoid duplication and to see if these individuals were being worked with. As a result of this action only 100 young people needed individual telephone calls. Youth Engagement workers then called the young people and 50 were happy to have conversations about their current situation and future plans. Some of these young people have requested further support which will be sourced from 3<sup>rd</sup> party support providers working in the borough. The remaining 50 young people are receiving home visits.

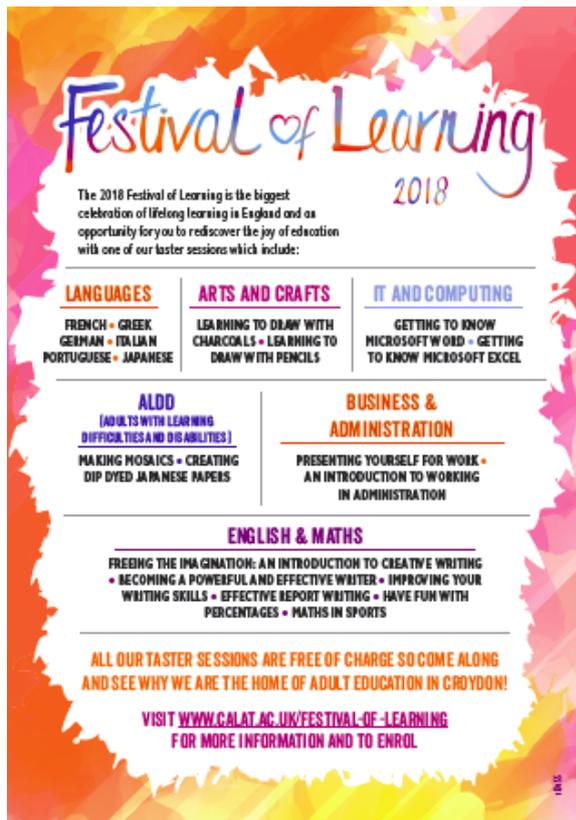
This has been an effective use of resources, skills and experience including multi-agency and cross service working; the small input from many created a more complete picture of these young people and their needs. As a new response to a complex issue we are still learning from this process and hope to have embedded the positive outcomes in the next school year.

Contact Officer: [Shelley.davies@croydon.gov.uk](mailto:Shelley.davies@croydon.gov.uk)



# Children, Young People and Learning Cabinet Member Bulletin Councillor Alisa Flemming June/July 2018

## CALAT - Festival of Learning



The 2018 Festival of Learning is the biggest celebration of lifelong learning in England and a fantastic opportunity to celebrate the achievements of adults who have transformed their lives through learning and to encourage everyone to embrace lifelong learning.

In Croydon, CALAT celebrated the Festival of Learning, between 18th and 29th June – when 23 free taster courses were on offer to all residents, ranging from languages and computing to creative writing and interview preparation skills. This aims to showcase the breadth of courses and the quality of teaching on offer at CALAT, and

## Celebration of Achievement

On 20th June CALAT held its Celebration of Achievement event at the Braithwaite Hall.

As well as being immensely rewarding, learning as an adult can also be challenging and these awards recognise and reflect the dedication, commitment and enthusiasm of all our learners and those who teach them.

CALAT staff have been nominating learners in 5 categories:

- ❖ Learning for work award,
- ❖ Overcoming barriers to learning award,
- ❖ Class of the year award,
- ❖ Inspiring others award,
- ❖ Learner of the year award.



# Children, Young People and Learning Cabinet Member Bulletin Councillor Alisa Flemming June/July 2018

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Learners have also nominated staff for the Staff member of the year award.

## **ESOL Pilot**

Funding has been made available from the GLA for innovative pilots in the ESOL sector to meet the needs of learners who face additional barriers accessing ESOL provision. A successful partnership bid was submitted by Croydon, Sutton and Kingston and £23,930 funding has been allocated to a pilot project supporting new mothers with low levels of English language.

The project aims to establish specialist childcare in the place of learning to support access to learning and progression by using Children Centres and other community locations in localities. One of the key elements will be working with Health Service professionals in each of the areas and supporting the progression from the clinics when mothers no longer access these services.

The pilot will run from June 2018 to February 2019 across the three South London boroughs.

Contact officer: [sidra.hill-reid@croydon.gov.uk](mailto:sidra.hill-reid@croydon.gov.uk)

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<b>REPORT TO:</b>	<b>COUNCIL</b> <b>9 July 2018</b>
<b>SUBJECT:</b>	<b>MEMBER PETITIONS</b>
<b>LEAD OFFICER:</b>	<b>Stephen Rowan, Head of Democratic Services and Scrutiny</b>
<b>WARDS:</b>	<b>ALL</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b> This report is prepared in keeping with paragraphs 3.26 to 3.31 of the Council Procedure Rules at Part 4A of the Constitution.	

## **1. RECOMMENDATIONS**

- 1.1 The Council is asked to note the petitions presented by Councillors at the meeting as listed in paragraph four of the report.

## **2. EXECUTIVE SUMMARY**

- 2.1 In accordance with Part 4A of the Council's Constitution up to three Members of the Council can present petitions to any ordinary meeting of the Council, with the exception of any meeting of the Council reserved for the setting of Council Tax.

## **3. BACKGROUND**

- 3.1 Part 4A of the Constitution allows up to three Councillors to present petitions to meetings of the Full Council.
- 3.2 The Constitution requires that a petition must contain "the signatures of at least 100 local people or 50% of the local people affected by the subject" in order to be presented at a Council meeting.
- 3.3 The full petition wording of each of the three Member petitions to be received will be included in the Council agenda (see paragraph four below). The Member petitions will be received but shall not be the subject of a debate or questions at that or a subsequent Council meeting.
- 3.4 Where possible, the Cabinet Member shall provide a response at the Council meeting at which the Member's petition is received. Where a response is not provided at the meeting, a written response shall be provided within three weeks of the meeting.

#### 4. PETITIONS TO BE PRESENTED TO COUNCIL AT THIS MEETING

4.1 The Monitoring Officer has received notice of the following petitions to be presented to this meeting of the Council:

a) Petition presented by **Councillor Clancy** on behalf of residents:

*“Grove Wood Hill Petition – Remove Woodcote Schools Access Ban Scheme*

*We being residents of GROVE WOOD HILL Petition Croydon Council to REMOVE IMMEDIATELY its Woodcote Schools Parent Access Ban scheme. Banning motor vehicles from the Dunsfold rise loop at school times has forced school parents to park in our road instead. This has meant more vehicles driving and parking in our road, more blocking of private drives, and more traffic congestion, causing us inconvenience and annoyance. Overall the scheme had led to an increase in disruption and a decrease in road safety.”*

b) Petition presented by **Councillor Fitzsimons** on behalf of residents

*“Save the Glamorgan*

*The new owners of the Glamorgan Pub, Croydon, want to demolish it and replace it with flats. We, the undersigned want to save it, and make it a community pub for all to enjoy. We urge Croydon Council & Croydon Planning Department, to recognise this historic building as an Asset of Community Value (ACV), so that it can be preserved and kept as a pub.”*

c) Petition presented by **Councillor Shahul-Hameed** on behalf of residents

*“Resident Parking Petition*

*We, the residents of Mitcham Road are facing intolerable problems of traffic flows and parking our own cars in our street. We ask that the council carries out a consultation exercise, which asks if residents want parking bays with resident permits for the Residents of Mitcham Road B/W Rochford Way & Therapia Lane which are situated in B/W House No: 531 to House No: 657, Mitcham Road, Croydon.”*

**5. NEXT STEPS**

- 5.1 Where possible the Cabinet Member will respond to the petition at the meeting.
- 5.2 Where a more detailed response is required, a written response shall be provided within three weeks of the meeting.

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**CONTACT OFFICER:** Kieran Pantry-Melsom  
Trainee Democratic Services and  
Governance Officer  
Ext 63922.

**APPENDICES:** None.

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# Scrutiny

ANNUAL REPORT 2017-2018



# CONTENTS

.....

<b>1</b>	Introduction	3
.....		
<b>2</b>	The Scrutiny year in numbers	4
.....		
<b>3</b>	Scrutiny and Overview Committee	5
.....		
<b>4</b>	Children and Young People Sub-Committee	7
.....		
<b>5</b>	Health and Social Care Sub-Committee	9
.....		
<b>6</b>	Streets, Environment and Homes Sub-Committee	11

1

**INTRODUCTION BY THE CHAIR OF SCRUTINY, COUNCILLOR SEAN FITZSIMONS**



**Cllr Sean Fitzsimons**

Chair of the Scrutiny and Overview Committee

I am happy to present this year's Annual Report which provides an overview of the key activities and achievements of Scrutiny in the past year. Members of the Scrutiny and Overview Committee and its Sub-Committees, myself included have been proactive in fulfilling the obligations set under the objectives of each Committee by ensuring that issues and topics brought forward were thoroughly examined in detail and led to recommendations for improvement.

As this is the final Annual Report of the 2014-18 municipal cycle it also presents an opportunity to reflect on the lessons learnt over the past four years and to consider possible improvements for the forthcoming 2018-2022 cycle. This is particularly pertinent in light of the House of Commons Communities and Local Government Select Committee report on Effectiveness of Local Authority Overview & Scrutiny Arrangements, which came out in December 2017, and to which I gave evidence at one of the witness sessions.

A varied portfolio of topics have been scrutinised with specific focus given to strategic issues arising during year. Most notably in September 2017 when an Ofsted report on the Council's Children's Services recommended that Scrutiny take an active role in ensuring that the other recommendations made were progressed as required. Given the enormity of this issue it has impacted upon our ability to scrutinise other areas originally planned in the work programme, but it was essential to provide reassurance that the other recommendations were being progressed.

Other topics investigated during the year included the Cycling Strategy, an update on future proposals for tram safety and outcome based commissioning. Scrutiny also called in two Cabinet key decisions, firstly the decision to roll out 20mph speed limits in zones 3, 4 & 5 and secondly the operational plans for the Fairfield Halls. The Committee and its Sub-Committees have held questions and answer sessions with all Cabinet Members on a wide range of areas relating to their portfolios with a view to both determining the effectiveness of the services within their remit and providing a level of accountability on the performance of these services on behalf of the community we serve.

We have worked and continue to work tirelessly to ensure the effectiveness of scrutiny actively working to build relationships with stakeholders, officers, local residents, neighbourhood associations, unions and other external agencies. We are also keen to promote

participation in our meetings and look to encourage the written submission of questions on topics where possible.

It was clear that Croydon's Scrutiny & Overview had its own lessons to learn from the last year, with the 2017 Ofsted Report on Croydon's Children Services highlighting that Scrutiny itself did not have a good line of sight over what was happening within the Service, and that it needed to work much harder to understand the performance of the Service. Looking forward, oversight of this Service will continue to be one of the key tasks for Scrutiny in the forthcoming year and will be led by the Children & Young People Scrutiny Sub-Committee.

Scrutiny and Croydon Council can also learn from the review carried out by the CLG House of Commons Select Committee. Not only does Croydon Council need to ensure that Scrutiny has Parity of Esteem with the Cabinet and the Executive, we also need to ensure that more backbench Councillors take an active and effective role within Scrutiny. This would mean rethinking the training needs of Councillors, with particular consideration needed on how to ensure that Councillors have the depth of knowledge required to give them a firm foundation to underpin their questioning of people and organisations. The third area in need of review was the process for ensuring that recommendations, when agreed, were carried out and that progress on implementation was reported back to Scrutiny. In doing so, it will help Scrutiny to evaluate its own effectiveness and provide the opportunity to learn lessons from what was reported back.

One of the other roles Scrutiny is to give voice to residents and service users in regards the services they receive. I continue to be heartened and proud of the level of interest scrutiny receives from the local community and hope that through the attendance of the public, who are warmly welcome to attend meetings, increased participation can be encouraged as it is vital to ensuring in-depth scrutiny at meetings, which have the power to influence decision making. This in turn will help to deliver real improvement in the quality of services and make a difference to the lives of people across the Borough.

Finally, I would like to extend my thanks to the Committee Members and Officers for their contribution at our meetings over the past year.

2

THE SCRUTINY YEAR 2017 /18 IN NUMBERS

30

Scrutiny meetings in Croydon

02

call-in meeting

61

recommendations made

05

meetings of Joint Health Overview and Scrutiny meetings at various locations in the capital

49

recommendations accepted

Over 40

issues scrutinised

Participation in scrutiny of approximately 26 residents, organisations and groups.



3

**SCRUTINY AND OVERVIEW COMMITTEE**



**Cllr Sean Fitzsimons**

Chair of the Scrutiny and Overview Committee

The Scrutiny and Overview Committee directs the performance of all overview and scrutiny functions at the Council, including the development of procedures governing the operation of both the Committee and its Sub-Committees. It also has responsibility for scrutinising crime and disorder matters and flood risk management within the borough. The Committee will consider any call-in of Cabinet decisions other than those relating to education matters, which are heard by the Children and Young People Scrutiny Sub-Committee.

You can view the agendas, reports and minutes of this committee by clicking on the link: [www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

During the discussion of this item, Members raised concerns about the method of consultation employed, as it appeared that it had not been consistent for residents in the different zones. Members also questioned whether all the objections received as part of the consultation had been appropriately addressed, as the impression was given that suggestions offered on alternative safety measures had not been given due consideration. The Committee was reassured that there had been a significant amount of work undertaken to publicise the consultation, with an extension granted to its length to allow for further public participation. It was also confirmed that all objections received had been considered, with it highlighted that the proposed limit was just one of a number of schemes being implemented to manage road safety.

After hearing evidence from residents, Councillors and Officers, the Committee resolved not to refer the decision back to Cabinet, which meant that the original decision could be implemented. Although it was recommended that a three year impact assessment should be undertaken to review the effect of the implementation of 20mph speed limit zones and that greater care should be taken in future to ensure that consultations were consistent across the borough.

**Overview**

This year, the Committee has scrutinised many of the challenges facing the borough including the need to deliver housing in accordance with the Local Plan, safety in the borough, reviewing 20mph proposals as well as the aftermath of the Ofsted inspection of Children’s Services.

**Cabinet Decision on 20mph Speed Limits**

On 24 May the Committee called in the Cabinet’s decision to roll out 20mph limits in zones 3, 4 and 5. The reason for this was to provide greater assurance to Members that the process had been administered equitably across the whole borough and to allow for further consideration to be given to the outcomes arising from the earlier implementation in zones 1 and 2, prior to the wider introduction across the rest of the borough.

**Fairfield Halls**

At the April meeting, the Committee considered a “call in” item on the future proposals for the Fairfield Halls and their delivery of its business model from its operators, BH Live. The reason for the call in was to allow Members to fully understand the reasons behind the decision on the new contract. A presentation outlining the process used to redevelop the site and a timeline for the delivery of the project was provided.

At the October meeting, the Committee was provided with a further update on the redevelopment of Croydon Fairfield Halls which had commenced in June 2017, with completion targeted for winter 2019. It was confirmed that the redevelopment work was being undertaken by Vinci Construction Ltd, with the delivery and vision for Fairfield Halls overseen by BH Live, who were a social enterprise specialising in leisure and event provision.



## SCRUTINY AND OVERVIEW COMMITTEE

Members were impressed with the progress made to date at Fairfield Halls, with most of the demolition work already completed. The Committee also welcomed the vision of BH Live whose presentation covered a number of different areas including their engagement with the local community, hospitality, marketing as well as the operational work. It was agreed that the Committee would continue to monitor this project as it progressed.

### The Proposed Budget

At the December meeting, the Cabinet Member for Finance and Treasury provided an update on a number of areas including the current status of the budget, the financial position of the Council and growth pressures and saving options for the 2018/19 Budget. It was advised that there were significant budgetary pressures within Adults and Children's Social Care and Children with Special Educational Needs (SEN) budgets, and as such Croydon Borough Council was doing more to promote commercialisation.

### The Leader's Question and Answer Session

Also at the December meeting, the Leader of Croydon Council was in attendance to provide an update on the pressures and highlights of the year to date within the borough. These included:-

- the development of the Children's Improvement Plan for Children's Services following an Ofsted's Report;
- the Brick by Brick scheme to deliver affordable housing for local residents within the borough;
- the redevelopment of the Whitgift Centre, including plans to provide seven thousand new jobs;
- the provision of a new leisure centre in New Addington;
- the transformation of Fairfield Halls;
- new investment in Surrey Street;
- the huge commitment and success of Box Park;
- the multimillion private sector investment in the Legacy Centre in Whitehorse Lane that provided the opportunity for hundreds of young people to participate in educational fun filled activities;

- the Choose Your Future Campaign, which gave young people the opportunity to advise what they wanted in their community;
- extra resources for the "Don't Mess with Croydon" campaign that was aimed at tackling fly tipping and other environmental crimes, which had achieved significant results;
- air quality in Croydon - the borough wanted to improve the quality of the air, with proposals being developed to dramatically expand the tram network.

The Leader also confirmed that in the next four years the Council would be looking to drive better standards in health devolution, get more residents signed up with their GP and receiving services, investing in providing decent wages to staff working in Croydon and the notion of Fair Funding.

### Community Safety

The Cabinet Member for Communities Safety and Justice attended the meeting on 6 March to answer questions about her Portfolio. During this item there were a number of questions focussed on community safety, youth crime and violence, which was particularly timely given a recent serious knife crime incident in the local community. It was confirmed that this area remained a priority within the Cabinet Member's Portfolio, with activities in this area focusing on addressing the underlying issues through further community engagement. This included working with schools, multi-agency working and working to secure more funding and resources for the borough. The Council was also working with partners on a multi-agency Serious Youth Violence Plan as part of the Local Strategic Partnership's (LSP) focus on young people. As a result the Committee requested that a representative from the LSP attend a future scrutiny meeting to discuss the Council's effectiveness in partnership working.

Members were pleased to note that within the wider community safety remit the Council had made progress in a number of different areas including the allocation of Section 106 funding to upgrade the borough's CCTV system, implementing tighter controls on drinking zones and upgrading the Domestic Violence Strategy.

4

**CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE**



**Cllr Jan Buttinger**

Chair of the Children and Young People Scrutiny Sub-Committee

The Children and Young People Scrutiny Sub-Committee scrutinises key issues affecting children and young people in the borough as well as the services provided by the Council and its partners. It has the power to scrutinise the functions of the Council as Local Education Authority and examine the Dedicated Schools Grant on a yearly basis.

You can view the agendas, reports and minutes of this Sub-Committee by clicking on the link: [www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

Members agreed that the effectiveness of the Children in Care Council for Croydon needed to be strengthened through broadening its profile to include Looked after Children. Suggested proposals for achieving this included the Youth Congress scheduled for July 2017 and providing Looked after Children with the opportunity to shape Corporate Parenting. Members agreed that it would be important to monitor this area of work as it progressed, with further reports due at the next Corporate Parenting Panel to evaluate progress made to date.

The Sub-Committee welcomed the desire of the Council to meet the aspirations of young people, including helping them in overcoming any barriers they may face. Work in this area included plans for the annual election of a Youth Mayor, to evolve the existing local youth forums into three Youth Councils (one for the North, East and South respectively) and a Youth Cabinet who would shadow Cabinet Members. The Sub-Committee agreed to recommend the allocation of a specific budget for youth engagement, which would include provision for the future work of the Youth Mayor.

**Children’s Improvement Plan**

At its meeting in September, the Sub-Committee discussed a range of issues arising from the Ofsted inspection of Children’s Services including the action required to implement the recommendations contained in the report. As a result an Improvement Board had been established and a Transitional Action Plan had been developed with the first area to be investigated “missing children”. Members agreed that an up to date version of the Improvement Plan would be considered at each meeting for the remainder of the municipal year. Members also requested that the Improvement Plan include a “Red, Amber, Green” status column to ensure that progress could be easily followed.

**Overview**

At the start of the Council year the work of the Sub-Committee focused predominantly on the Council’s response to education matters and looked after children. However, following the publication of the Ofsted inspection report of Children’s Services in September 2017 the key focus became the points raised in the report and the accompanying recommendations.

At the first meeting of the Sub-Committee in June 2017 a report was received from the Director of Education and Youth Engagement outlining plans to seek the views of the children and young people in Croydon on the future of the area, including the cultural regeneration of the Borough. Members were supportive of the proposal for the Council to seek to follow the principle of the UNICEF Rights of the Child Charter and the UNICEF “Child Friendly City” initiative which had successfully been adopted in other areas of the UK.



## CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE

In addition further safeguarding training was provided for Members, on the needs of looked after children and the services provided. The Sub-Committee also agreed to organise learning and development visits for Members in order to gain further understanding of the issues involved.

Members were informed that a new Chair of the Safeguarding Children's Board had been appointed and there would be further restructuring within the Service to address issues raised in the Ofsted report. The Sub-Committee raised concerns about the general high turnover of social care staff and requested regular reports on the work being undertaken to address these concerns. As part of these regular reports information was provided on the action being taken to create a good working environment, which was reflected in the Ofsted visit in December 2017 which had noted an improvement in staff morale.

Members emphasised that the value of agency staff should be recognised, with agency staff able to provide additional insight from their experiences working at different local authorities. Members agreed to recommend the introduction of a dedicated staff satisfaction survey for Children's Services to ensure recruitment and retention issues were identified and addressed as needed.

The remaining meetings of 2017/18 focused on the progress made towards the completion of 24 improvement actions. This included an update on the reconfiguration of teams in order to meet the rising demand from referrals, which had increased by 30% in the last quarter of 2017, the adoption of the Strengthening Families' model and the partnership with Camden who would act as a mentor to Croydon to build on the Improvement Strategy.

The Children and Young People Sub-Committee acknowledged that Croydon was on a long term journey and stressed the importance of the Council and its partners working together to achieve the goals, which had been set, to transform the service and improve the lives of children in the local community.

### Missing Children and Return Home Interviews

At its meeting in October 2017 the Sub-Committee started an investigation into the support provided for Missing Children in Croydon and their return home interviews, which was followed up throughout the remainder of the year.

At its final meeting the Sub-Committee recognised the progress made to date by officers and agreed that further updates would be needed to continue to assess the effectiveness of the work that was being carried out.

### Education Quality and Standards

The Sub-Committee discussed the Education Quality and Standards report which was presented annually to Cabinet. It was confirmed that standards in early years, and KS4 progress were above national average. The Sub-Committee were also pleased to note that 90% of Croydon secondary schools were rated as good and 47% as outstanding by Ofsted, with almost 50% of pupils attending an outstanding school and 86% attending a good school. 86% of primary schools were rated good.

There had been an increase in the rate of permanent exclusions, particularly primary school exclusions, which presented a challenge to the team, who continued to work to reduce exclusions and provide support for pupil at risk of exclusion. A managed move protocol as used in secondary schools was being developed and trialled for primary schools.

Members acknowledged the hard work that had been carried out in this area which had resulted in improved performance in schools across the borough.

### The Dedicated Schools Grant

At the 6 February 2018 meeting, the Sub-Committee was provided with information on the allocation of the Dedicated Schools Grant in the forthcoming year. Members noted that funding would be split into separate rates for primary and secondary schools and that the allocation for 2018/19 had increased by £10.3m from the previous year. Some schools had increased their funding and this was pleasing, but there were still some others which were dissatisfied.

### Conclusion

The Children and Young People Sub-Committee have been involved in a huge amount of work over the past year and we look forward to monitoring the future activities in the forthcoming year.

5

**HEALTH AND SOCIAL CARE SUB-COMMITTEE**



**Cllr Carole Bonner**

Chair of the Health And Social Care Sub-Committee

The Health and Social Care Scrutiny Sub-Committee scrutinises the work of health trusts and social care services provided to adult residents of the borough. It also, in conjunction with neighbouring local authorities, investigates and respond to emerging health and social care issues and changes affecting more than one borough.

You can view the agendas, reports and minutes of this Sub-Committee by clicking on the link: [www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

In particular the Trust’s continued commitment to engagement with patients, staff and the wider community received praise. Members noted the rise in individuals attending A&E with mental health issues and suggested that the trust work in partnership with SLaM to explore methods to address the presenting needs of patients. The draft SLaM quality accounts were also received which highlighted the significant increase in patient demand for services and urged the Trust to work to identify causes and trends in order to respond appropriately and manage the situation. Members raised concerns for staff welfare due to experiences of harassment including physical violence and requested a detailed response on measures to address these issues to be provided at the next quality account meeting,

The municipal year continues to be challenging for the health and social care sector of the borough with Members continuing to work hard to ensure engagement, strengthening relationships with partners whilst fulfilling its statutory obligation to assert the role and purpose of scrutiny.

At the July meeting, Members received an update on the work of the alliance for older adults and were provided with details on the Transformation Plan following the commencement with partners on a 10 year alliance agreement. It was agreed for a further meeting to take place later in the year to provide in-depth details on the Outcome Based Commissioning programme. The Sub-Committee was also presented with a draft plan which identified six areas for action in response to the National Suicide Prevention Strategy. Croydon has the 5th highest hospital admission rate for self-harm and in response. Croydon’s priorities to tackle the growing issue included joint working and building strong relationships with partners to ensure all services played a key role in identification, management and response to patients prior to and in crisis.

Members expressed a need for the Council to widen the range of stakeholder contribution to the strategy to include wider sectors of the community and for more to be done to improve awareness in the community.

**Overview**

The Health and Social Care Scrutiny Sub-Committee’s work programme for 2017/18 was varied and focus on a range of different issues including the bid for Dementia Friendly Croydon and Alliance and Outcome Based Commissioning. The Committee also scrutinised the Cabinet Member on the strengths weaknesses and challenges from the portfolio. In addition an annual report from the Director of Public Health and the South London & Maudsley NHS Foundation Trust (SLaM) annual report, provision was also made to provide comment on the Quality Accounts for both SLaM and Croydon NHS Trust.

The municipal year 2017/18 began with what would be a very busy and interesting year for the Sub-Committee. The work programme aimed to achieve a balance to scrutinise both areas of health and social care provision of services for the community and residents of Croydon.

At the first meeting of the year, the Sub-Committee received the draft quality accounts from Croydon NHS Trust and were encouraged by the progress made in making significant improvement to the quality of their services following a challenging year where they had been placed in special measures.



## HEALTH AND SOCIAL CARE SUB-COMMITTEE

At the November meeting the Outcome Based Commissioning review was presented to Members which highlighted the work that had been carried out in the initial 12 months of the programme. The Sub-Committee meeting was attended by one of the personal independence co-ordinators and a representative from Age Concern who were able to provide case studies detailing the person centred work that had been taking place. Members welcomed the opportunity to hear of the challenges as well as the successes of the multiagency support provision and recognised that the achievements to date was commendable.

The November meeting received a joint report from the London Ambulance Service, Croydon Clinical Commissioning Group, Croydon Council and Croydon Health Services with Members asked to review and consider the plans put in place by the services to address the upcoming winter pressures. The key challenge included patient flow and discharge, presentation of patients with mental health issues and ongoing workforce issues. In response to managing the pressures identified it was proposed that the delivery plans emphasis was on a strong joint working relationship. The use of physicians to supplement A&E consultants to manage the busy periods. Improved out of hospital care provisions through the recruitment of nurses in nursing homes and the advance block purchase of nursing beds to decrease hospital admission for patients with dementia. Additionally mental health nurses worked closely with local authorities to minimise impact of mental health patients on A&E services. Members recommended that increased communication with the community to encourage take up of vaccines would also potentially alleviate the pressures faced.

The December meeting detailed the work that was being carried out to establish Croydon as a Dementia Friendly Borough. The formal launch of Dementia Friendly Croydon was planned for March 2018. Awareness was being raised through engagement with partners, encouraging businesses and the wider community involvement. Suggestions were made for further awareness to be raised through working with third sector community groups including the Croydon Neighbourhood Care Organisation and engagement with operators such as Fairfield and New Addington Bid. Members welcomed the aspirations and drive of officers to take action on dementia and promote the borough to become dementia friendly.

Other areas scrutinised by the Sub-Committee included updates on the activities and progress made by the Croydon Safeguarding Adults Board to in bed the six principles of safeguarding.

The Director of Public Health Annual Report was also presented to the Sub-Committee, its intent was to be informative and purposeful. Members acknowledged that the report was good and contained information that would be of use in their respective wards.

The year ended with scrutiny of the annual report from South London and Maudsley NHS Foundation Trust. Members were interested to learn what the new structure meant for Croydon. The new structure aimed to deliver a population based way of working with borough specific targeted services which the objective of improved patient care and experiences. Members looked forward to an update in the coming year as to how this was progressing. Concerns were raised regarding the allocation of funding for Croydon which although it had the largest population, remained low and had done historically. Officers stated that they were working to maintain improvements with the funding allocated. Members were encouraged that one of the key priorities remained addressing issues with recruitment and retention and would be focusing on issues of disparity and the under representation of women and black and minority ethnic people in management roles.

### Joint Health Overview Scrutiny Committee

At the September meeting, the Sub-Committee formally appointed two Committee Members to represent Croydon on the South East London Joint Health and Overview Committee with Lambeth Lewisham and Southwark. The JHOSC was established to scrutinise the proposals from SLaM and their commissioners to change acute in-patient care provision through the designation of separate wards according to varying mental health needs. In order to improve outcomes the Trust proposed the reconfiguration of the unit's provision to be tailored to specific needs of patients. Following a meeting in November to consider the proposals, it was agreed that patients would benefit from receiving treatment by specialist staff in specialised wards. It was also agreed for a 12 months review following implementation of the plans.

The Chair of Croydon's Health Scrutiny Sub-Committee continued to chair the South West London JHOSC which scrutinises the Sustainability and Transformation programme. The focus of the meetings had been on the realignment of services.

6

**STREETS ENVIRONMENT AND HOMES SUB-COMMITTEE**



**Cllr Sean Fitzsimons**

Chair of the Streets Environment and Homes Sub-Committee

The Streets, Environment and Homes Scrutiny Sub-Committee has a broad remit. It investigates services and issues relating to housing, public and private transport, Croydon’s highways, waste management and environmental issues. In all its work, the Sub-Committee seeks to promote sustainability and to promote the health and wellbeing of Croydon’s residents.

You can view the agendas, reports and minutes of this sub-committee by clicking on the link: [www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

**Overview**

From the beginning of the year the Sub-Committee identified its areas of focus as being the Croydon Cycling Strategy, the South London Waste Partnership, and the Croydon Trams following the incident in November 2016. The Sub-Committee’s work programme also evolved in response to emerging areas of work such as the Supplementary Planning Guidance on housing in the suburbs, and the Fiveways improvement consultation.

Through the work of the Streets, Environment and Homes Scrutiny Sub-Committee, recommendations were made on a range of topics important to the residents of Croydon, such as the performance of the waste contractor, Veolia, and improvements to cycling provisions in the borough. The safety of residents was also of paramount importance to the Sub-Committee when considering options to improve the Fiveways junction in Waddon for pedestrians, cyclists and motorists, and when scrutinising the lessons learnt following the tram incident and future plans for the tram network.

**13 June – Cycling Strategy**

The Sub-Committee began the municipal year considering the draft Croydon Cycling Strategy that was due to cover the next twenty years. Guests from Wheels for Wellbeing, Bikeability and Croydon Cycling Campaign attended and provided the Members with a broader overview of cycling in Croydon, along with suggested improvements that could be made to encourage higher levels of cycling.

The Sub-Committee was informed that Croydon had been identified by Transport for London (TfL) as having the highest opportunity for increasing cycling levels in the capital and that the borough had the second lowest level of bike ownership in London. These areas were identified as areas of focus, as while it was noted the topography of the borough made cycling challenging e-bikes were an option to assist those keen to cycle more.

The Director of Public Health noted that there were a number of health benefits associated with cycling, including improved rates of breast cancer recovery and reducing the effects of dementia, and that it was important to change the focus of national discussion away from the perceived risks associated with cycling.

A number of recommendations were made by the Sub-Committee including; that a greater emphasis be given to the health benefits associated with increased levels of cycling and a promotional campaigns to increase awareness of e-bikes and increasing availability. Members further recommended that all schools in the borough should be encouraged to participate in the Bikeability scheme to increase number of young people cycling, and that the park byelaws be reviewed to ensure the right balance be found between ensuring the enjoyment of the park for all while encouraging healthy and safe exercise, such as cycling.



## STREETS ENVIRONMENT AND HOMES SUB-COMMITTEE

### 12 September – Fiveways and Public Realm

The Sub-Committee in September focused on the TfL design proposals for Fiveways and Croydon's Growth Zone's Proposed Five Year Public Realm Programme. The Deputy Cabinet Member informed the Sub-Committee of the issues facing Fiveways, with delays for motorists and dangerous conditions for cyclists, pedestrians and motorcyclists. Members agreed with the TfL consultation that if unaddressed these issues would continue to worsen.

Some residents were concerned about the proposed plans, particularly in regards to the provisions made for cyclists and increased air pollution. Residents were also concerned about conflict between cyclists and pedestrians especially on the North/South route, as this did not include dedicated cycle provisions. Members agreed the scheme should be reviewed to reduce the potential for conflict and that cycle lanes on Epsom Road should be altered to have both cycle lanes on the station side to increase cyclists' safety, with a dedicated cycle lane running North/South between Fiveways and Epsom Road.

Overall, Members were supportive of the aims of TfL consultation but recommended that the proposals were amended to make sure the needs of local residents, pedestrians and cyclists were better taken into account, and furthermore, to make sure disability groups were approached to ensure the plans were fully accessible.

The Director of Growth provided the Sub-Committee with an outline of the Growth Zone scheme, focusing on wellbeing, culture and financial benefit. The Interim Head of Spatial Planning informed the Sub-Committee that evidence showed that the quality of the public realm directly influenced the decisions of investors, and thus had a financial impact on the borough, and on the business rates that could be achieved. The Creative Director informed the Sub-Committee that public realm had also an impact on cultural regeneration and that culture could change the character of a space, animating it or making it feel safer. Members endorsed these principles and were positive that the scheme aimed towards a greater provision of public realm, and increased levels of walking and cycling which would facilitate in the changing perception of Croydon.

The Sub-Committee agreed that greater clarity was needed in the Engagement Programme, particularly in relation to the aims and limitations of the project, to ensure residents were aware of what could be achieved.

Officers also reflected that this was true of local and borough-wide businesses, and that it was important that a communication strategy was developed that would engage with these businesses. Members resolved again to make sure that those with disabilities were considered in these schemes.

### 7 November – Cabinet Member Question Time (CGC) and SLWP

In November the Sub-Committee received a presentation from the Cabinet Member for Clean Green Croydon, who outlined the ambition for Croydon to lead the way on innovation, service delivery and enforcement. The new contract with Veolia covering the South London Waste Partnership was also discussed and Members were informed on the upcoming changes to the service.

Members were informed on the number of residents reporting incidents of flytipping through the MyCroydon app. It was noted that better IT integration between Veolia and Council systems was needed to inform residents when reports had been addressed. Members recognised that there had already been two years of work to this end, but that continued work was required. Members resolved to stay updated on the ongoing work integrating the IT systems and asked to be informed of any issues encountered in delivering this.

Members were further informed that the new waste contract included an improved target for clearing fly tipping; from 48 hours to 24 hours, and that maps of flytipping hotspots had been drawn up in an effort to direct covert surveillance. Members welcomed the news that the 2016/17 figures showed there had been a 4% decrease in reports of flytipping generally and resolved that the communications strategy for the new bin collections and street cleaning be carefully planned to further support this. It was suggested that a national campaign may be required around flytipping, with more resources made available to local councils in order to ensure a minimum statutory service.



## STREETS ENVIRONMENT AND HOMES SUB-COMMITTEE

The importance of resident involvement with keeping Croydon clean was also noted, with the 120 Don't Mess with Croydon clean up events and the 300 Street Champions being highlighted. Members were informed that there had been a largely positive response from residents groups to the new contract and there remained an eagerness to see efficiency savings being put back into improving waste services.

Changes to the Veolia service were also discussed, including the reduction of agency staff and the use of different coloured bags to distinguish between residential and commercial waste. Furthermore, tablets had been installed in each collection vehicle which learnt the route used by crews and required assisted collections to be confirmed as having taken place. Members noted the struggles in delivering a consistent service to the Sutton area and were assured that lessons had been learnt going forward for the whole South London Waste Partnership. Members resolved to have the KPIs for the new contract made available, so that the expected standards of service could be better understood and analysed. It was also agreed that an update on contract delivery be brought to the Sub-Committee in a year.

### 23 January – Evolution of the Suburbs Supplementary Planning Document

The 23 January meeting featured an item on the proposed supplementary planning document and Members were given a presentation on the planning document to enable input and recommendations from the Sub-Committee.

The Sub-Committee welcomed the proposal for a document that would act as a guidance for development of specific areas and was clear on aspects of the document that required further clarity to ensure that developers would be clear on what can be achieved and how effectively balance the use of space.

Members were pleased that Croydon was leading the way ahead of other Local Authorities in the development of the supplementary planning document as a reaction to working to meet the demands of London's growth, and deliver a guidance on how sustainable growth of the suburbs can be achieved, in order to deliver on the target of new homes as set in the emerging Croydon Local Plan.

Members stressed the need for the involvement of stakeholders such as Transport for London in order to ensure that policies on transport are developed in line with the supplementary planning document. This was due to the recognition that transport policy would have an impact on the Local Plan.

Following discussions, a number of recommendations were made including a thorough consultation period involving residents, small business forums and housing associations. It was further recommended that the document to be clear on its terms, design policies and for strong enforcement of any conditions placed on developments.



**STREETS ENVIRONMENT AND HOMES SUB-COMMITTEE**

**20 February – Cabinet Member Question Time Transport and Environment**

Councillor Stuart King the Cabinet Member attended the 20 February meeting for a Question Time session on his portfolio.

Members were encouraged to hear of many of the successes had included direct work, consultation and involvement of the community in various projects including the successful play street initiative, the implementation of a 5 year plan on Air Quality Control following the successful air quality summit that resulted in over 600 participants. Members were pleased with the involvement of residents in tackling issues and development of their borough.

The meeting provided an opportunity to scrutinise the challenges and the delivery of priorities as stated by the Cabinet member in order to ensure that the priorities highlighted were in line with what the community deemed was of most importance to them and to ensure continued involvement with residents. Following extensive questioning, Members concluded that information be circulated in relations to some of the priorities highlighted such as electric points for disabled cars, schools travel plans and revised cross-over policy document.

**20 March – Trams Update**

The 20 March meeting of the Sub-Committee focused on Tram safety following the aftermath of the tragic tram incident in 2017 and future proposals for the network. Transport for London attended to provide a presentation on lessons learnt and the measures that had been implemented as preventative measures.

The impact of the incident had a long lasting effect on the community and it was noted that TFL has awarded 150k for support to the wider community following extensive work by the Director of Public Health on proposals for this support to be made available to the people of New Addington.

Members were keen to seek clarification on some of the measures that had been introduced such as reduction of speeds levels, additional digital speed signage and the in-cab driver protection device survey. TfL was clear that the in-cab protection device which acts as an alert for developing issues on a tram was still in a trial period but the initial results were satisfactory. Continued work was being carried out on safety of trams and development of other strategies to ensure safety of passengers on the network. The Sub-Committee acknowledged that the Trams network is central to the infrastructure of the borough and would continue to work with TFL to ensure that appropriate measure are continuously sought until a risk free tram system is devised.

The Sub-Committee was provided with an update on TFLs upgrade strategy for the network work which included an analysis of passenger volumes and review of opportunities to improve operations in order to making the network more efficient. Proposals each phase of plans for growth was outlined.

Members had difficulty determining TFL’s future priorities and suggested advance collaboration to take place between TFL and the Council on future recommendations and changes to the network. Operators were also requested to attend future meetings to update on the safety measures put in place for the network in order to provide reassurance whilst longer term measures of safety were being explored.



# Scrutiny

ANNUAL REPORT

2017-2018

# **General Purposes & Audit Committee**

## **Annual Report 2017/18**

## Foreword

It is my pleasure to bring to Full Council this annual report of the General Purposes and Audit Committee for 2017/2018. The report highlights the important work of the committee over the last year and I would like to thank the officers and auditors for all their input and advice.

Officers and our external auditors have worked closely with the committee to bring forward a balanced look at the departments to make sure we have good governance and risk management and continue to deliver services efficiently. I would like to personally thank them for the time they have given me.

Over the last year we have been made aware of improvements to service delivery, fraudulent activity and prevention work and discussed and understand the changing timescales being implemented by the Government to bring forward the closing of accounts and audit process. Officers and the committee are working hard with our auditors to make sure this will be a smooth transition. We are on the right track to make sure this is on time.

A diverse agenda always makes sure we have an interesting meeting that covers a vast range of issues giving members some knowledge into most departments across the Council.

The antifraud team has been determined in its pursuit of those who would defraud our Council. The reports and sample evidence to the committee has been most helpful, the detail gives us a better insight into the work of the officers.

Finally, I would like thank the committee members for their knowledge of the agenda, relevant questions and support to myself and my Vice Chair Cllr Joy Prince. Joy replaced Cllr Kathy Bee who stood down in the year. I would also like to thank her for her work and knowledge and for stepping up to the challenge.



**Cllr Karen Jewitt**  
**General Purposes & Audit Committee Chair**

## Introduction

1. The General Purposes & Audit Committee (the Committee) has a wide ranging brief that underpins the Council's governance processes by providing independent challenge and assurance of the adequacy of risk management, internal control including audit, anti-fraud and the financial reporting frameworks. It also deals with a limited number of matters not reserved to the Council or delegated to another Committee and related to a non-executive function. The Committee was formed in 2014, replacing the former Corporate Services Committee and the Audit Advisory Committee.
2. This report details the work of the Committee during 2017/18, outlining the progress in:
  - Internal Control;
  - Risk management;
  - Internal Audit;
  - Anti-fraud;
  - External Audit;
  - Financial reporting
3. Table 1 details the Committee Members during 2017/18. Members have a wide range of skills and bring both technical and professional experience to the role. All the Members have some experience in relation to the governance processes they challenge. This provides a solid foundation from which to develop the Committee's role.

**Table 1: Members of the General Purposes & Audit Committee 2017/18**

Member	Role
Councillor Karen Jewitt	Chair
Councillor Kathy Bee	Vice-Chair (Part Year)
Councillor Joy Prince	Member Vice Chair (Part Year)
Councillor Jeet Bains	Member
Councillor Jan Buttinger	Member
Councillor Jason Cummings	Member
Councillor Mike Fisher	Member
Councillor Sherwan Chowdhury	Member
Councillor Patricia Hay-Justice	Member
Councillor Bernadette Khan	Member
Councillor Patsy Cummings	Member (Part Year)

Mr Muffaddal Kapasi	Non-Elected, non-voting Independent Member
Mr Nero Ughwujabo	Non-Elected, non-voting Independent Member (Part Year)
<b>Reserve Members:</b> Councillors: Councillors: Carole Bonner, Pat Clouder, Maddie Henson, Steve Hollands, Humayun Kabir, Dudley Mead, Andrew Rendle, Donald Speakman, James Thompson and John Wentworth.	

4. Independent non-voting Members play an important part in the deliberations of the committee and bring useful additional skills and external perspective. The committee would like to express its thanks to those people who have given of their time during the year to work alongside the elected Members.
5. This report details the work of the Committee in 2017/18.

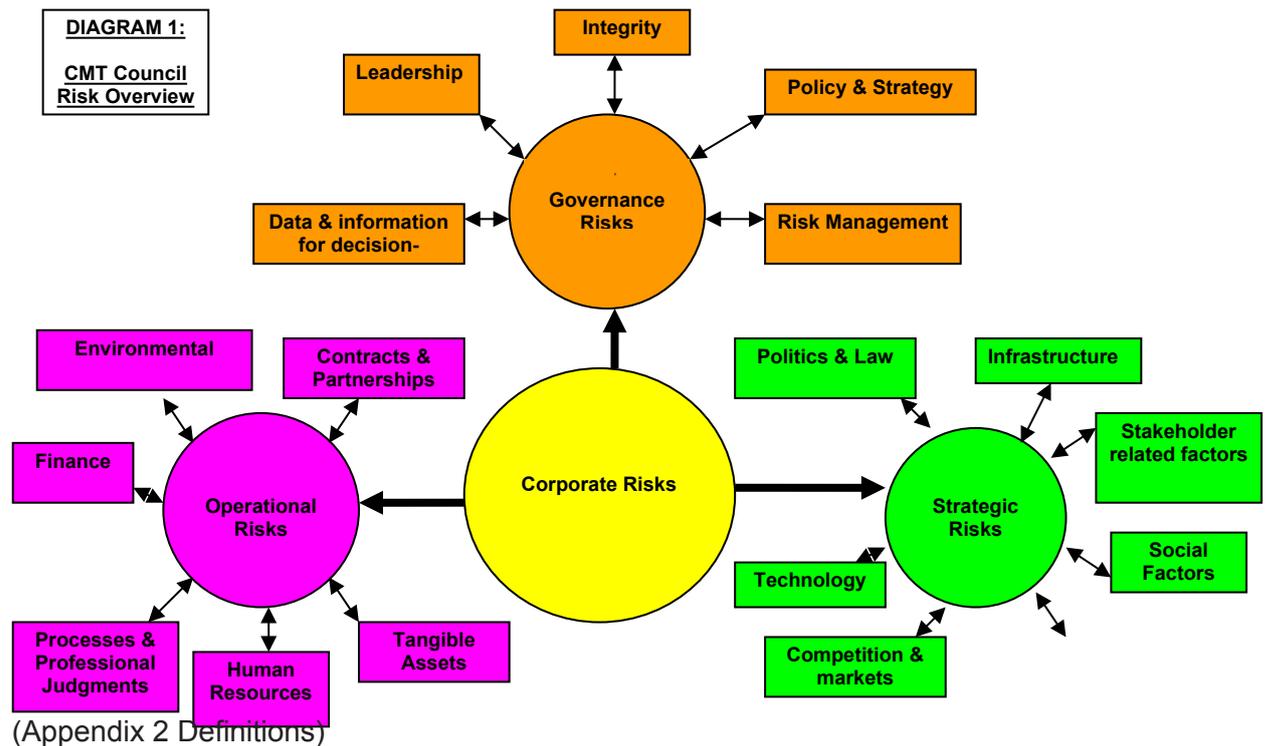
### **Internal Control**

6. A pivotal role of the Committee is its work in developing the Council's internal control and assurance processes culminating in the Annual Governance Statement (AGS). The Accounts and Audit Regulations 2015 require the Council to review the effectiveness of its systems of internal control and publish the AGS each year alongside the financial statements. The information for the AGS is generated through the Council's Assurance framework (Appendix 1) including:
  - Risk management;
  - Internal Audit;
  - Anti-Fraud programme;
  - External Audit.
7. The Committee leads this review by receiving, at every meeting reports on these services areas.
8. To support its understanding of issues relating to internal control and to emphasise its commitment to a robust internal control environment, the committee invites officers to attend its meetings to give briefings in relation to strategic risks and what is being done to mitigate them. It also invites officers to give explanations where significant issues are identified through internal audits.

### **Risk Management**

9. The Council has an excellently performing, award winning risk management framework. This includes a quarterly reporting process for the Department Leadership Teams (DLT) and to the Council's Governance Board, where the Council's key strategic risks are identified and reviewed ensuring integration between the risk management

framework and the strategic, financial and performance management frameworks using the reporting framework detailed in Diagram 1.

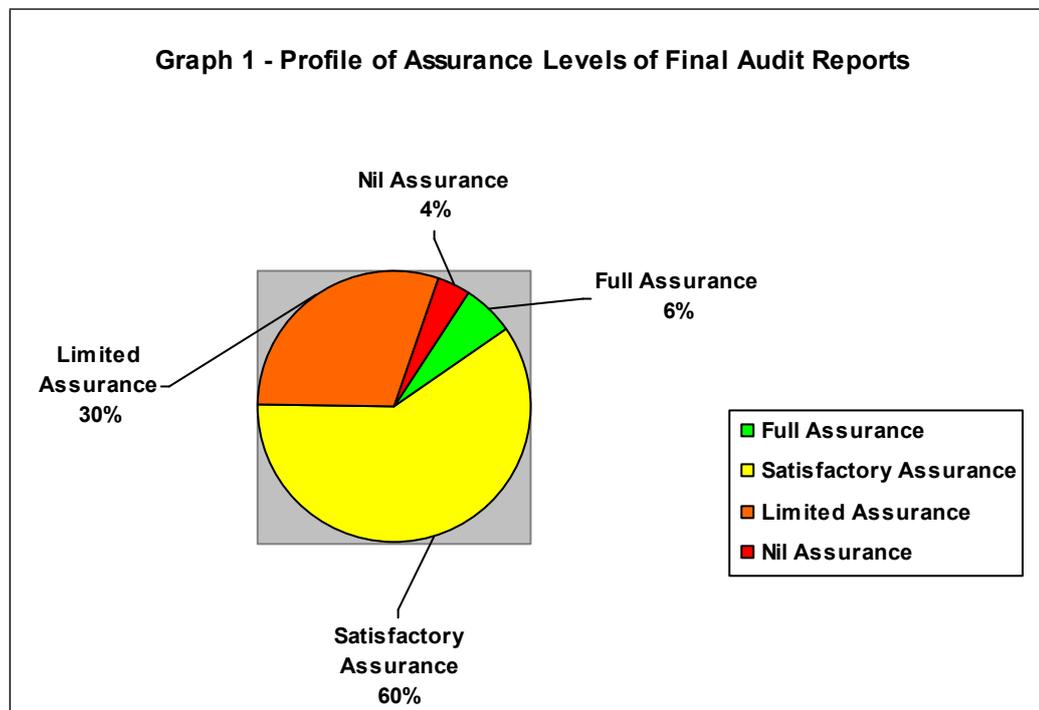


10. The reporting process to Department Leadership Teams and to the Council's Governance Board is complimented by the Committee reviewing the Council's key risks. At all Committee meetings Members review the current risks being reported to DLTs. There is in-depth review and challenge in relation to the risks presented and crucially the risk management framework underpinning it.
11. The Committee has monitored the continued development of the council-wide, risk register system including a training programme for all risk owners. The content of the registers maintained on the system is refreshed quarterly by a facilitated risk review and challenge session with each Director and their management team.
12. The software and approach to risk management is used where appropriate to manage the challenges associated with the delivery of significant projects. As part of a revised approach to corporate programme management an extensive development programme has been delivered to continue to ensure all significant projects have a risk register set up and facilitate training and support for all project officers in risk management methodologies in relation to projects and programmes.
13. The Internal Audit programme continues to be based on the risk registers and Internal Audit has view only access to assist its risk based audit approach, ensuring it is dealing with the most up to date information. Following audit reviews, the resultant report is mapped against the

identified risk on the risk register. This gives a complete picture of how the Council is managing the challenges it faces in delivering its objectives.

### Internal Audit

14. The work of the Council's internal audit service is delivered in partnership with Mazars Public Sector Internal Audit Limited. The contract began on 1<sup>st</sup> April 2008 and ended on 31<sup>st</sup> March 2018. During the course of the year, following a full EU procurement, a new contract has been let, again to Mazars, which commenced on 1<sup>st</sup> April 2018 and will run for a period of 6 years with an option to extend for a further 2 years.
15. The alignment of the audit programme to the Council risk management framework has focused internal audit on the key challenges the Council faces and therefore, the issues that if not managed, could lead to strategic objectives not being achieved. The enhanced focus on these key challenges has continued to improve the value added by the service and is demonstrated in the increased strategic engagement of Directors and departmental leadership teams in the audit programme.
16. Graph 1 shows that at the time of writing 66% of finalised audits have full or satisfactory assurance compared to 88% for the same period last year. Council wide, the performance in audits has declined against the previous year.



17. To help improve internal audit results and internal control more generally the Council's Governance Team continues to organise and lead, with support from other colleagues, a series of workshops under the banner of 'Doing the Right Thing' to raise awareness of key corporate policies

and procedures. Over the last few years around 1000 managers and staff have attended these workshops. Immediate feedback shows that these have been very well received. Work is now being undertaken to provide training and awareness via the Council's new e-learning platform in the hope that this will enable more staff to benefit from this more flexible delivery.

18. A key measure of the Internal Audit service's effectiveness is the action taken in implementing audit recommendations. The target for implementation of recommendations is 80% for priority 2 and 3 recommendations and 90% for priority 1 recommendations. The stringent approach to the follow up process has continued with timescales for follow up work linked to the level of assurance.
19. Table 2 details the performance in this area in all follow up work completed since 1<sup>st</sup> April 2013.

**Table 2: Implementation of Previous Years Audit Recommendations to date**

	Target	2013/14	2014/15	2015/16	2016/17
Implementation of priority one recommendations at follow-up	90%	100%	100%	96%	88%
Implementation of all recommendations at follow-up	80%	95%	89%	89%	87%

20. The main performance indicators for the Internal Audit team are detailed in Table 3.

**Table 3: Internal Audit Performance 2017/18 year**

Performance Objective	Annual Target	Actual performance	RAG
% of 2017/18 audits conducted	100%	100%	G
% of 2017/18 draft reports issued	100%	95%	A
% of draft reports issued within 2 weeks of exit meeting with the Client	85%	89%	G
% of qualified staff engaged on audits	40%	41%	G

## Anti-Fraud

21. The Council has continued with its plan to improve counter fraud awareness across the Council and to strengthen working with our partners. This has included:
- Counter Fraud newsletter for Members and staff communicating key counter-fraud messages, issues and cases;
  - Further developing the Croydon Fraud & Enforcement Forum, a regional forum bringing all key partners together across the public sector to work together to combat fraud – acknowledged as an example of good practice; and
  - Implementing a learning and development programme, including face to face and e-learning opportunities.
  - Becoming a pilot authority in the London Counter fraud Hub which it is hoped will ultimately drive up detection of fraud and corruption against the council by the use of advanced data analytics. Most London Boroughs have indicated that, in time, they are likely to join which will enhance the effectiveness of the project.
22. As a result of this work, high and improved levels of awareness of fraud have been achieved generally across the organisation over recent years. This has been evidenced by the level of referrals to the Corporate Anti-Fraud Team.

### *National Fraud Initiative (NFI)*

23. The NFI is a biennial data matching exercise undertaken by the Cabinet Office. This is a national exercise and every Council in England and Wales participates, along with many other public sector bodies. The exercise has legal powers to undertake data-matching across the public sector to prevent fraud and corruption. The Council's participation in the current round has so far identified £157k of fraud or error, for which recovery action will be taken where possible. There are a number of further investigations ongoing.

### *Corporate Anti-Fraud Team performance*

24. By the end of March 2018 the team had identified in total over **£1,297k** with **217** successful outcomes including the recovery of 19 council properties and 4 fraudulent Right to Buy applications stopped. With the current pressure on available housing in the borough, these actions have released properties for use by those who have genuine need.
25. CAFT in 2017/18 has continued to have several complex cases requiring a multi-agency approach to deal with the issues of fraudulent activity identified. These have resulted in some very good local press coverage. The team has also recently featured in the prime-time BBC1 programmes 'Britain of the Fiddle' and 'Council House Crackdown'.

26. Croydon continues to lead in setting the agenda relating to public sector anti-fraud activity. This is achieved nationally, regionally and locally by taking a leading role in a number of organisations, including The National Anti-Fraud Network, London Audit Group, The London Counter Fraud Hub, Croydon Fraud & Enforcement Forum and the APEX Audit & Anti-Fraud Partnership which is organised and hosted by Croydon Council.

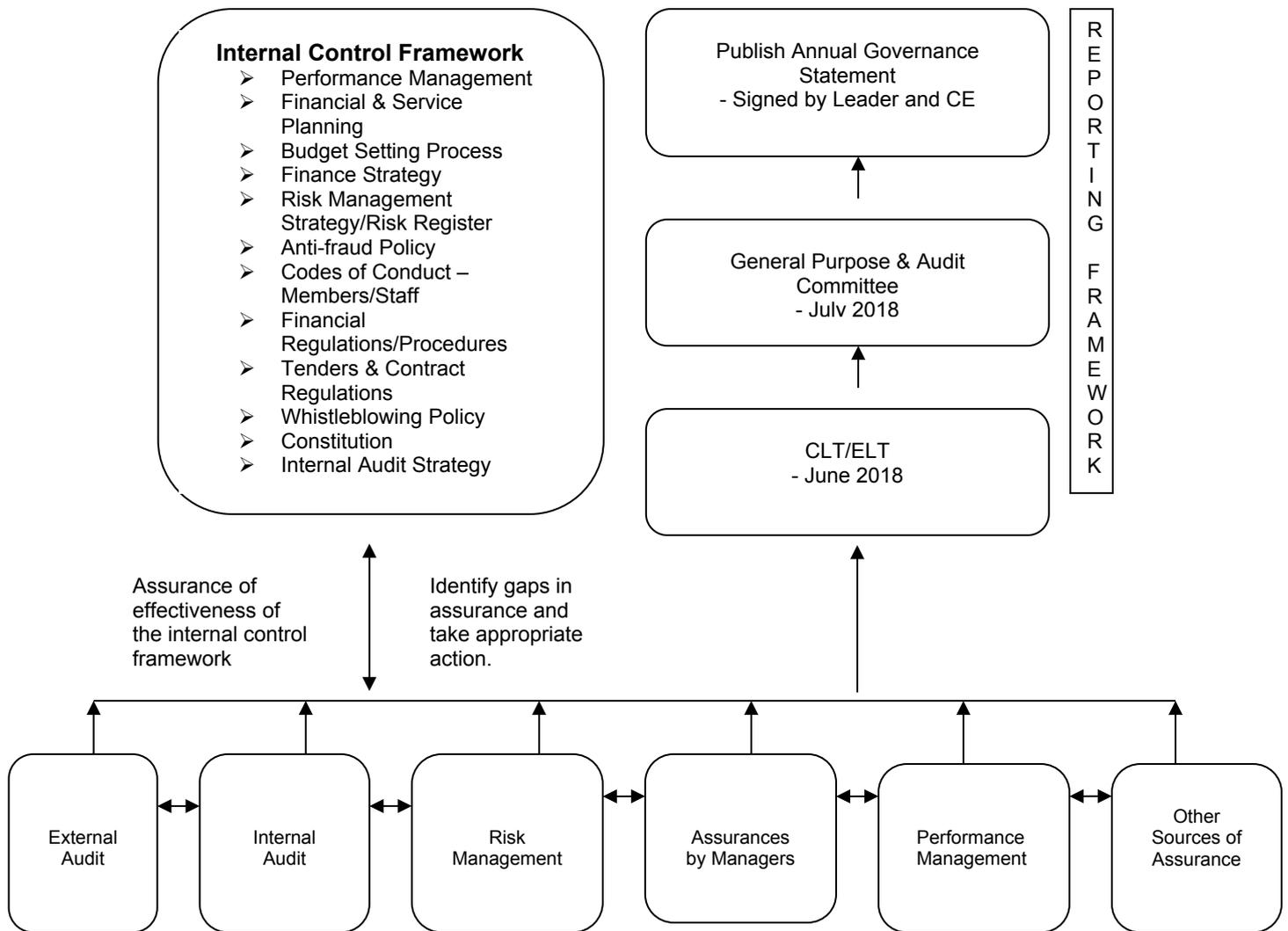
### **External Audit**

27. The Council's external audit service is currently provided by Grant Thornton (GT) under a contract let on Croydon's behalf by Public Sector Audit Appointments Ltd. GT works in partnership with the Council ensuring its governance processes are effective. They have been invited to and attended all of the Committee meetings. At every meeting they prepare an external audit progress update for the Committee to review and discuss any issues arising.

### **Financial Reporting**

28. In June 2017, the Committee reviewed the annual accounts in detail asking a number of questions before approving them for audit. The accounts came back again before the Committee in September before being published. This is done annually and will be done again over the coming year, although the timescale has now been shortened by the Government and the accounts will be cleared by the Committee in July 2018.

**Council Framework for the Annual Governance Statement**



**COUNCIL ASSURANCE FRAMEWORK**

- |  |   |   |   |  |  |
|--|---|---|---|--|--|
| <ul style="list-style-type: none"> <li>➤ Annual plan</li> <li>➤ Reports to those charged with governance</li> <li>➤ Scrutiny of reports at General Purposes &amp; Audit Committee</li> <li>➤ Audit opinion</li> <li>➤ Ad hoc projects</li> </ul> | <ul style="list-style-type: none"> <li>➤ Head of Internal Audit's opinion expressed in reports to General Purposes &amp; Audit Committee</li> <li>➤ Operates under dedicated contract specifically setting out terms of reference</li> <li>➤ Annual plans, member reviewed</li> <li>➤ Plan aligned to Council 's Risk-register</li> <li>➤ Fraud investigation</li> <li>➤ Compliance testing</li> <li>➤ Review of the effectiveness of Internal Audit</li> </ul> | <ul style="list-style-type: none"> <li>➤ On-going Risk management training for new staff</li> <li>➤ Embedded in project management and service planning</li> <li>➤ RM champion, General Purposes &amp; Audit Committee and Council scrutiny of the RM processes and outcomes</li> <li>➤ RM software package cascaded throughout council to all risk owners</li> <li>➤ Strategic risks drive and shape the CLT agenda</li> <li>➤ Review of partnerships</li> </ul> | <ul style="list-style-type: none"> <li>➤ Directors assurance statements</li> <li>➤ Project specific reports to CLT and Members</li> </ul> | <ul style="list-style-type: none"> <li>➤ Embedded system</li> <li>➤ Operates throughout organisation</li> <li>➤ Internal &amp; external reviews</li> <li>➤ Action orientated</li> <li>➤ National/local KPI's</li> <li>➤ Periodic progress reports</li> <li>➤ Performance Management function</li> <li>➤ Scrutiny Function</li> </ul> | <ul style="list-style-type: none"> <li>➤ Fraud reports and investigations</li> <li>➤ Reports by inspectors</li> <li>➤ Post implementation reviews of projects</li> <li>➤ Working party reports</li> <li>➤ Ombudsman reports</li> <li>➤ Contracts &amp; Commissioning Board</li> <li>➤ Strategic Finance Forum</li> <li>➤ Corporate Programme Board</li> <li>➤ Fraud &amp; Enforcement Forum</li> </ul> |
|--|---|---|---|--|--|

## Categories of Risk

	Source of Risk	Risk Examples
<b>STRATEGIC</b> (external drivers)	Infrastructure	Functioning of transport, communications and utilities infrastructure. The impact of storms, floods, pollution. Development in Borough render infrastructure inadequate.
	Politics & Law	Effects of changes of government policy, UK or EC legislation, national or local political pressure or control, meeting the administration's manifesto commitments.
	Social Factors	Effects of changes in demographic, residential and social trends on ability to deliver objectives. Excess demands on services.
	Technology	Capacity to deal with obsolescence and innovation, product reliability, development and adaptability or ability to use technology to address changing demands.
	Competition & markets	Affecting the competitiveness (cost & quality) of the service &/or ability to deliver Best Value and general market effectiveness.
	Stakeholder-related factors	Satisfaction of: citizens, users, central and regional government and other stakeholders regarding meeting needs and expectations.
	Environmental	Environmental consequences of progressing strategic objectives (eg in terms of energy efficiency, pollution, recycling emissions etc.)

<b>OPERATIONAL</b> (internal drivers)	Finance	Associated with accounting and reporting, internal financial delegation and control, failure to prioritise or allocate budgets. Insufficient resources or lack of investment.
	Human Resources	Recruiting and retaining appropriate staff and applying and developing skills in accordance with corporate objectives, reliance on consultants, employment policies, health & safety, and absence rates. Migration of staff to contact centre.
	Contracts & Partnerships	Failure of contractors to deliver services or products to the agreed cost & specification. Issue surrounding working with agencies. Procurement, contract and relationship management. Overall partnership arrangements, eg for pooled budgets or community safety. PFI, LSVT and regeneration. Quality issues.
	Tangible Assets	Inadequate building/assets. Security of land and buildings, safety of plant and equipment, control of IT hardware. Issue of relocation.
	Environmental	Relating to pollution, noise or the energy efficiency of ongoing operations.
	Processes & professional judgements	Errors and omissions associated with professional judgement. Inspection compliance, project management, performance management, benefits system, environmental management system (EMS). Not achieving targets, failure to implement agendas and service failure. Also risks inherent in professional work.

<b>GOVERNANCE</b>	Integrity	Fraud and corruption, accountability and openness, legality of actions and transactions and limits of authority.
	Leadership	Reputation, publicity, authority, democratic renewal, trust and identity.
	Policy & strategy	Ensuring clarity of purpose and communication. Policy planning, community planning and monitoring and managing overall performance. Not seeking or following advice from the centre.
	Data & information for decision making	Data protection, data reliability and data processing. Information and communication quality. Effective use and interpretation of information. Control of data and information. E-government and service delivery. Inappropriate and/or lack of software. Storage issues.
	Risk Management	Incident reporting and investigation, risk measurement, evaluation and monitoring. Internal Control and Business Continuity Issues.

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